

# THE SAULT STE. MARIE TRIBE OF CHIPPEWA INDIANS 2002 ANNUAL REPORT

The Sault Tribe News, July 9, 2003 Vol.24 No.8



Visit the Tribe's Website at: [www.saulttribe-nsn.gov](http://www.saulttribe-nsn.gov)

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Chairman Bernard Bouschor, second from left in the back row, joins tribal employees and families in saying the Pledge of Allegiance in support of the American forces in Iraq. This campaign was sponsored by the Tribe and was taped by a video crew for television spots that aired on WWUP-TV throughout the month of April.

Photo by Alan Kamuda



Gail Torreano, President of SBC Ameritech Michigan, presents Chairman Bernard Bouschor with the SBC Ameritech Native American Excellence Award for Economic Development at a recognition program at the Soaring Eagle Resort in Mt. Pleasant.

Photo by Alan Kamuda



Michigan Governor John Engler watches as Sault Tribe Chairman Bernard Bouschor signs the State Tax Agreement Dec. 20, 2002. Story on page 5.

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### On the Cover...

Graduating seniors from Sault High School. Seated in front, Tony Abramson and James McLeod III. Lucy Devoy, center. Standing in back, left to right, Sarah Wellman, Olivia Peters, Rex Skupien and Ah-nung Matros.

Photo by Alan Kamuda

# Chairman's letter to the membership



Dear Members,

When I look back on 2002, I remember it as a year in which the Tribe had to cope with a number of challenges. The national economic slowdown hit us early in the year, while the number and size of casinos grew in Michigan and nearby states and Ontario.

It would have been easy to follow the path taken by many governments and companies - drastic layoffs, cut services and delay plans for future development. Instead of collapsing our operations, we instituted new fiscal management processes that include intensive oversight of program budgets, improved tribal-wide cash management procedures, and some cost reductions. In other words, we chose to ride out the rough waters that continue today.

This was not an easy task. We owe a great deal to tribal employees and managers who eagerly adjusted their budgets, policies and procedures to pull us through.

Our efforts paid off in many tangible ways.

In late December 2002, the Tribe signed a new tax agreement with the State of Michigan. Under the agreement, a much larger number of Sault Tribe members will no longer have to pay various state taxes. As a result, many additional Tribal members will realize significant tax savings. The agreement provides tax savings to Tribal members in 10 Agreement Area townships, covering 215,000 acres in the Upper Peninsula. Under our old Tax Agreement, only about 1,000 Tribal members living on 1,500 acres in the U.P. fully benefited from the tax exemptions. The new agreement provides full tax savings to Tribal members in Sault Ste. Marie, Kinnross, Hessel, St. Ignace, Escanaba, Manistique, Marquette, Munising and Newberry.

Our Greentown Casino in Detroit continued to receive accolades from Michigan citizens and media. For three consecutive years, Detroit Free Press readers have voted Greentown "Best" Detroit casino. Detroit News readers agree, choosing Greentown as "Michigan's Best" casino two years in a row.

A study released in July 2002, by one of the world's most respected accounting firms, found that tribal businesses and government services have pumped nearly \$4.4 billion into the State of Michigan since 1986. The KPMG study measured the overall economic impact of the Tribe's gaming and non-gaming businesses and government programs and services. The research quantified how the Tribe's business and government revenues, expenditures and employees provide substantial economic benefits statewide. Most important, the study demonstrates that growth of the Tribe into a dynamic community that uses business revenues for member services.

We broke ground on a new \$4 million health center in Manistique. Expected to open next year, the center will increase our ability to reach more members in need of health care.

We also completed a number of housing projects in Sault Ste. Marie and St. Ignace. When this project is complete it will add more than a hundred homes for members.

These accomplishments are particularly noteworthy given the human tragedies and financial scandals

that have rocked our nation since last fall.

As you read this report, keep in mind that we have overcome the poverty of our recent past by agreeing that our common goal is to protect our culture, better the lives of our members and create a community of opportunity for our children.

I am so very proud and often astounded at how far we have come from the days when many members lived in isolated and impoverished communities. In the past 15 years, we have enlarged our reservation lands, built hundreds of homes for members, opened the largest Indian Health Care and Social Service programs in the Great Lakes and opened six profitable casinos. Our Greentown Casino continues to produce higher revenues nearly each quarter, lifting us above our gaming competitors. Our grandparents would be honored to know how far we have come.

We are a strong independent Tribe because our leaders have never shied away from a challenge or an opportunity.

Yet I know that not every member has been touched by our achievements. Members who live far from our traditional homelands do not share easy access to our services and programs. We are working to close the gap by establishing agreements with major health providers and social services agencies throughout the state.

I also recognize that as we grow larger, members often face a maze of applications, schedules and guidelines to obtain basic services or seek employment. We are clearing those channels to make it easier to access tribal programs and services.

We have established many more ways for members to communicate with our tribal government, services, programs and leaders:

We have added toll free telephone numbers (included in this report).

We have launched a Website ([saulttribe-nsn.gov](http://saulttribe-nsn.gov)) so members can contact us over the Internet and even fill out employment, scholarship and other services.

Council meetings are now televised in Sault Ste. Marie and St. Ignace, and we have revamped our radio show to deliver important news to members throughout the eastern Upper Peninsula. The radio show, "Sault Tribe This Week," can also be heard over the Internet. Televised board meetings can be seen at our Website.

Because members live throughout the nation, we conduct annual surveys to better understand member opinions and needs. Positive and negative survey results are shared with tribal division heads, program managers and other staff to improve our services.

In another action, the Tribal council voted to keep employed any tribal employee called to active duty to defend our country from further cowardly attacks.

If you have questions about this report or any issue of concern, please contact me.

Chi Megweitch,

*Bernard Bouschor*

Bernard Bouschor - Tribal Chairman

# Sault Ste. Marie Tribe of Chippewa Indians

## 2002 Board of Directors



**Aaron Payment**  
Vice Chairman  
Unit 1 Representative



**Cathy Abramson**  
Secretary  
Unit 1 Representative



**Fred Paquin**  
Treasurer  
Unit 3 Representative



**Michael Lumsden**  
Unit 1 Representative



**Dennis McKelvie**  
Unit 1 Representative



**Michael Menard**  
Unit 1 Representative



**Robert LaPoint**  
Unit 2 Representative



**Clifford Bellant**  
Unit 2 Representative



**Robert Lambert Sr.**  
Unit 3 Representative



**Denise Chase**  
Unit 4 Representative



**Martha Miller**  
Unit 4 Representative



**Victor Matson Sr.**  
Unit 5 Representative

### Directors' Numbers

**Bernard Bouschor**, Chairman  
W 635-6050  
**Aaron Payment**, Vice Chairman  
H 632-2446  
**Cathy Abramson**, Secretary  
W 635-6604 H 635-3054  
**Fred Paquin**, Treasurer  
W 635-6065 H 643-8878  
**Michael Lumsden**, Unit 1  
H 635-6037  
**Dennis McKelvie**, Unit 1  
H 632-7267  
**Michael Menard**, Unit 1  
H 632-4557  
**Clifford Bellant**, Unit 2  
H 595-7227  
**Robert LaPoint**, Unit 2  
H 493-5311  
**Robert Lambert Sr.**, Unit 3  
H 643-8840  
**Denise Chase**, Unit 4  
W 341-6993 H 341-6783  
**Martha Miller**, Unit 4  
H 644-2689  
**Victor Matson Sr.**, Unit 5  
H 387-4378

### Member Services Phone Numbers

For telephone numbers to all the listed services, please visit the Tribe's website at: [www.saulttribe-nsn.gov](http://www.saulttribe-nsn.gov)

#### CLINICS AND HEALTH CENTERS

**DeTour Medical Clinic**  
906-297-3204  
**Escanaba Comm. Health Office**  
906-786-9211  
**Hessel Community Health**  
906-484-2727  
**Kinross Community Clinic**  
906-495-5745  
**Lambert Center**  
906-643-8689  
Toll free number 877-256-0135  
**Manistique Tribal Clinic**  
906-341-8469  
Toll free number 866-401-0043  
**Munising Tribal Center**  
906-387-4614  
Toll free number 800-236-4705  
**Newberry Health Office**  
906-293-8181  
**Sault Medical Clinic**  
906-632-5200  
Toll free number 877-256-0009

#### MEMBERSHIP SERVICE DIRECTORY

**Administration**  
906-635-6050  
**Includes:**  
**Chairman's Office**  
906-635-8626  
Toll free number 877-486-3024  
**Executive Director's Office**  
906-635-6050  
Toll free number 800-793-0660  
**Accounting Department**  
**Communications Department**  
**Legal Department**  
**Video Department**  
**Enrollment Department**  
Toll free number 800-251-6597  
**Health Services**  
906-632-5274  
**Includes:**  
**Community Health Program**  
**Contract Health Services**  
**Elder Health Fund Program**  
**Elder Meal Services**  
**Eldercare Services**  
**Environmental Health**  
**Tribal Health Clinic**  
**Rural Health Program**  
**Traditional Medicine**

#### Anishnabek Community and Family Services

906-632-5250  
Toll free number 800-726-0093  
**Includes:**  
**Safe Kids/Safe Streets**  
**Behavioral Health (Mental Health and Substance Abuse)**  
**Child Placement Services**  
**Native Employment Works**  
**Direct Assistance Services**  
**Cultural Department**  
906-632-7494  
**Education Department**  
906-635-6050  
**Includes:**  
**Adult Education**  
**Early Head Start**  
**Head Start Program**  
**Higher Education Grant**  
**Higher Education Self Sufficiency Fund**  
**Vocational Training-Financial Aid Assistance**  
**Work Force Investment Act**  
**Youth Education and Activities**  
**Housing Department**  
906-635-4960  
Toll free number 800-794-4072

#### Includes:

**Development**  
**Drug Elimination Program**  
**Home Improvement NAHASDA**  
**Home Improvement Program**  
**Home Ownership Opportunities**  
**Modernization Program**  
**Resident Services**  
**Sanitation**  
**Judicial Services**  
Court 906-635-4963  
Law Enforcement 906-635-6065  
**Includes:**  
**Tribal Court Victim Assistance**  
**Tribal Drug Court**  
**Conservation**  
**Jr. Police Academy**  
**Recreation Division**  
906-635-4758  
**Includes:**  
**Chi Mukwa Events**  
**Fitness Department**  
**Proshop/Concessions**  
**Tribal Recreation**  
**Youth Program**  
**U.S.D.A. Food Distribution**  
906-635-6076  
Toll free number 888-448-8732

# CHAIRMAN'S INTERNSHIP PROGRAM



Sault Tribe Chairman Bernard Bouschor, center, with the 2003 interns. Left to right, Jill Cadreau, Sheryl Hammock, Stacy Lajoie, Ellie Pemble, Areka Nolan, Craig Mattson, Jaci Clerc, Christopher Goetz, Luke McGregor, Jennifer Lehto, Richard Rand III, Jodi Bosbous, George Tessier, Rebecca Gouge, program manager Jessica Dumback and Natalie Kerr.

Photos by Alan Kamuda

## Chairman's Summer Intern Program Sault Ste. Marie Tribe of Chippewa Indians

### Program Objectives:

The Chairman's Internship Program is a success. Participants develop and improve on-the-job employment skills; apply knowledge and skills in practical work place settings; learn about themselves and the way they can relate to tribal operations in the future.

The program provides an opportunity for those who have demonstrated an interest in our Tribe to acquire a working knowledge of how the Tribe func-

tions. The program enhances the opportunity for networking among participants, Tribal leaders, staff, and others and creates the opportunity for the Tribe to acquire a first-hand assessment of future entry-level management applicants.

The intent of the program is to provide interns with greater access to entry level positions in Tribal government, as well as to provide the Tribe with employees who have acquired a greater

working knowledge of the Sault Ste. Marie Tribe of Chippewa Indians.

The interns attend and participate in a variety of meetings/outings which provides them opportunity to gain a fundamental understanding of the organizational structure and operations of the Sault Ste. Marie Tribe.

Interns participate in on-site discussions with various tribal administrators at different program locations and tour several

Tribal buildings.

A number of program directors meet with the interns to discuss their programs and other related topics. The interns have the opportunity to meet and discuss issues with Tribal board of directors, attend board workshops and meetings.

Native American art, music and cultural awareness are also included as part of the program, the interns visit the Cultural Camp, attend the blessing of the

Pow Wow and Native American celebrations.

The interns also have the opportunity to spend the "Day with the Chairman". Throughout the day, the interns attend meetings with the chairman ranging from casino to Tribal administrative to meeting with external community leaders/members.

This day provides a first hand knowledge of the role and responsibilities the chairman holds.

## Chairman's Internship Program a Success

Created in 1997, the Chairman's Internship Program has proven to be a success. To date, 61 tribal members have participated in the program with 20 former interns currently employed by the Tribe. Some of the program successes include:

### Susan Bigger - Drug Court Coordinator

- 2000 graduate from Olivet - Bachelor's Degree in Sociology

*"I really enjoyed my internship. I was familiar with any of the programs within the Tribe until I participated in the program. We met with a different department every Monday and I learned a lot about all of the services that are available to Tribal Members. I believe the program was beneficial to me getting my current position only because I wouldn't have applied for a job with the Tribe if I wouldn't have had the internship."*

—Susan Bigger, Summer '98 Participant

### William Marsh - Kewadin Casino Entertainment Manager

- 2000 graduate from LSSU - Bachelor of Science in Business Administration

*"I believe that the Chairman's Internship Program was very beneficial to me. It gave me the opportunity to network inside and outside of Sault Tribe. Not only did the program build on and enhance the skills I had, I developed many new skills and gained experience in a comfortable setting. I thoroughly enjoyed the cultural aspect of the program. It was an excellent opportunity to learn more about Sault Tribe's past which helped me gain respect and pride for my tribe and inevitably help make my decision of finding a full time position within the Tribe."*

—William Marsh, Summer '00 Participant

### Jenny Hank-O'Dell - Community Health Nurse

- 1999 graduate from LSSU - Bachelor of Science in Nursing (Graduate Student)

*"Being involved in the internship program proved to be beneficial to me in that it gave me additional clinical skills I needed to become a more experienced nurse. It also gave me a greater perspective on tribal operations. I enjoyed being placed at the Sault Tribal Health Center because of the wonderful people I worked with. The staff provided a very positive and educational environment for me to work in."*

—Jenny Hank-O'Dell, Summer '98 Participant

### Bridget Schopp - Gaming Commission Employment Background Investigator

- 1999 graduate from LSSU - Bachelor of Arts in English, Language and Literature

*"The Chairman's Internship Program was a valuable experience and I feel that I came away from it with a great deal. When I first applied for the internship, I had no idea how the tribe functioned and ran its different operations. After spending the summer working at the Gaming Commission, I got to know quite a lot about tribal government. Overall, the experience was a good one and has led to a full time job for me at the Gaming Commission as an Employee Background Investigator."*

—Bridget Schopp, Summer '98 Participant

## Former interns currently employed by the Sault Tribe

**Rebecca (Bosley) Aldridge** - JKI, Public School Academy Business Manager, '97 Intern

**Susan Bigger** - Tribal Court Drug Court Administrator, '98 Intern

**2000 graduate from Olivet - Bachelor's Degree in Sociology**

**BJ Bouschor** - Kewadin Casino - SDS Systems Operator/Analyst, '00 Intern

**2001 graduate from SUNY Fredonia, NY - Bachelor's Degree in Business**

**Jennifer Clerc** - ACFS - Utilization Facilitator, '01 Intern

**2001 graduate from LSSU - Bachelor of Science in Business Administration**

**Kristen Cloudman** - Midjini Store Manager, '00 Intern

**2000 graduate from Davenport College - Bachelor of Applied Science of Business**

**Jessica Dumback** - Sault Tribe Program Manager, '97 Intern

**1999 graduate from LSSU - Bachelor of Science in Business Administration**

**Dana Eavon** - Sault Tribe Staff Accountant, '01 Intern

**2003 graduate from CMU - Bachelor of Science in Accounting**

**Barbara Gravelle** - Student Services Assistant, '01 Intern

**Attending LSSU, working towards Bachelor's in English and Secondary Education**

**Lisa (Abramson) Kerfoot** - Community Health - Health Educator, '99 Intern

**2003 graduate from University of Arizona - Master's Degree in Public Health**

**2001 graduate from LSSU - Bachelor's Degree in Exercise Science**

**Andrew Livermore** - Chi Mukwa Marketing student worker, '02 Intern

**Attending LSSU, working towards Bachelor's in Marketing**

**William Marsh** - Kewadin Casino Entertainment Manager, '00 Intern

**2000 graduate from LSSU - Bachelor of Science Business Administration**

**Daraka McCoy** - Sault Tribe Purchasing, '02 Intern

**2003 graduate from LSSU - Bachelor of Science Business Administration**

**Edward McKelvie** - Kewadin Casino Purchasing - Supply Lead, '97 Intern

**Attended Lake Superior State University**

**Jenny Hank-O'Dell** - Community Health Nurse, '98 Intern

**1999 graduate from LSSU - Bachelor of Science in Nursing (Graduate Student)**

**Bridget Schopp** - Gaming Commission Employment Background Investigator, '98 Intern

**1999 graduate from LSSU - Bachelor of Arts in English, Language and Literature**

**David Seefeld** - Management Information Systems - Database Analyst I, '99 Intern

**1999 graduate from LSSU - Bachelor of Science in Computers and Math**

**Bridgett Sorenson** - Human Resources - Employment Representative, '02 Intern

**2002 graduate from LSSU - Bachelor of Science in Business Administration**

**Dustin Stempki** - Sault Tribe Law Enforcement - Public Safety Officer, '02 Intern

**2003 graduate from Kirtland Regional Police Academy**

**2002 graduate from LSSU - Associates Degree in Law Enforcement**

**Andrea Walsh** - Chi Mukwa - Youth Program Group Assistant '01 Intern

**Attending LSSU, working towards Bachelor's of Science in Nursing**

**2002 graduate from University of Michigan - Bachelor of Science in Athletic Training**

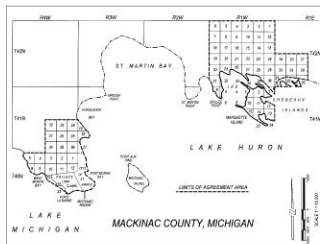
**Elaine Young** - Human Resources Training Instructor, '98 Intern

**1999 graduate from LSSU - Bachelor of Science in Business Administration**



# Tribe signs major tax agreement with state

Members living on or near reservations will not pay state income taxes and most sales taxes



Members of the Sault Ste. Marie Tribe of Chippewa Indians living on or near their Upper Peninsula reservations no longer pay state taxes on many goods and services, thanks to a tax agreement put together this winter between Gov. John M. Engler and the Sault Tribe.

The agreement lists the state taxes our members no longer pay because of our sovereign status. Such taxes include the Michigan Income Tax, Sales Tax, Use Tax, Single Business Tax, Tobacco Products Tax and Motor Fuel Tax.

The tax negotiations took two years to conclude and arose from a Michigan Three Fires Council meeting held in March of 2000. The Council consists of tribal leaders from the Chippewa, Ottawa and Potawatomi tribes of Michigan. At the meeting, the Michigan tribes worked together on issues of common concern, including state taxation. The tribes and state signed tax agreements on Dec. 20 in Lansing.

## Tribal - State Cooperation

"The agreements are intended to resolve long-standing tax disputes between the Michigan tribes and the state," said Tribal Chairman Bernard Bouschor. "They limit the state's ability to tax tribal governments, businesses and members for activities taking place within reservation lands and in agreement areas. In exchange, the tribes will collect and hand over to the state certain taxes and also granted the state a limited enforcement presence on tribal lands."

## Agreement Areas

The tax agreements expand tax exemptions beyond reservation lands to "agreement areas" which include reservation and off-reservation lands in adjacent counties. "Agreement Areas are especially beneficial for tribes that have relatively little land for member housing, such as the Sault Tribe," said Shagen. The Sault Tribe's Agreement Area expands tax savings beyond its 1,500 acres of reservation land to over 215,000 acres of lands adjacent to its reservations in Sault Ste. Marie, Sugar Island, Kinross, Hessel, Cedarville, St. Ignace, Newberry, Munising, Manistique, Escanaba and Marquette. "We accomplished our main goal of extending tax savings to many tribal members by increasing the area in which exemptions would apply," said Chairman Bernard Bouschor.

## Significant Tax Savings

Tribal members who reside in the Agreement Areas will no longer pay state income tax on their wages and salaries, or on income earned from investments and retirement packages. For example, a member earning \$50,000 a year will no longer have to pay the 4.2 percent State Income Tax, a savings of \$2,100 a year.

Members living in the Agreement Areas will be fully reimbursed from the state for sales and use taxes paid on costly items such as cars, boats, snowmobiles, off road vehicles, mobile and modular homes, as long as the items are for their personal use and are principally garaged in the agreement area. For instance, a member purchasing a \$25,000 car will receive a refund of \$1,500.

The state will also return an estimated portion of the sales and use taxes that members pay when shopping in stores located in the Agreement Area or when making purchases from companies that deliver goods to the Agreement Area. These taxes will be reimbursed by estimating purchases against yearly income. For example, a member earning \$25,000 a year will receive a check from the state for \$225.

## Tribal Leaders Negotiated the Agreement

The Sault Tribe was represented in the nearly three years of negotiations by tribal attorney Paul Shagen and attorney Bruce Greene.

"Chairman Bernard Bouschor and the board of directors provided strong leadership during the negotiations, and with their support we were able to finalize a beneficial agreement," said Shagen.

"The agreement is a strong endorsement of our sovereignty, and will result in significant financial benefits to all Sault Tribe members living on or near our reservations within the agreement areas," said Bouschor.

The Sault Tribe is in the process of putting into place the administrative systems necessary for the tax agreement. A final implementation date will be announced in the near future.

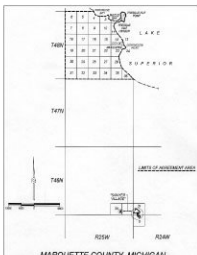
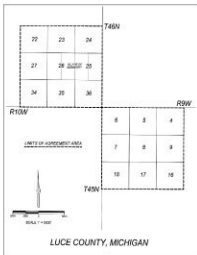
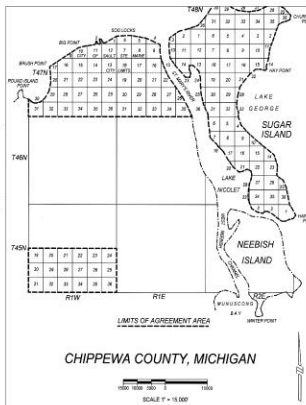
"This agreement puts money in the pockets of tribal members, so we want to bring the systems online as quickly as possible so members can enjoy all the benefits that were negotiated," added Bouschor.

The sales tax refund forms can be picked up at the following locations: the Tribe's Administration building located at 523 Ashmun St. in the Sault, Manistique Tribal Health Center, the Lambert Center in St. Ignace, and the Munising Tribal Center. The forms can also be accessed online at: [www.michigan.gov/treasury](http://www.michigan.gov/treasury)

When accessing the treasury's web site for information on the tax agreement and tax forms, click on individual then go to Native American which will take you to the correct site.

On a similar note, Shagen said he believes that although the sales and use tax refunds are valuable, in the long term the most lucrative aspect of the tax agreement is the state income tax exemption for tribal members residing in the agreement area.

Completed forms can be mailed to: Michigan Department of Treasury, P.O. Box 30751, Lansing, MI 48909.



# HEALTH SERVICES

*The Sault Tribal Health Division's mission is to provide high quality patient-centered health care that is responsive, courteous and sensitive to individual, family, community and cultural needs with an emphasis on disease prevention and health promotion.*

—Dr. Mary Beth Skupien, Tribal Health Director



Pharmacy Technician Courtney Carr sorts through the medicine shelves. The pharmacy department filled over 100,000 prescriptions last year.

Photo by Alan Kamada

## 2002 ACHIEVEMENTS

- Provided more than 46,000 clinical services to patients.
- Treated more than 6,500 dental cases costing \$1.4 million.
- Provided more than 1,000 traditional medical visits at three locations in Northern Michigan.
- Filled 100,000 prescriptions.

## SERVICES AND PROGRAMS

- Medical and preventative services
- Dental Services
- Community Health Programs
- Contract Health Services
- Elder Health Fund Program
- Rural Health Program
- Elder Care Services
- Elder Meal Services
- Traditional Medicine
- Pharmacy Services
- Environmental health services

## TRIBAL HEALTH: BUILDING A HEALTHY COMMUNITY

The creation and growth of the Tribe's health care system is an amazing story. Just 25 or so years ago, tribal health care was confined to a federally managed Indian Health Service in a former U.S. Air Force health center that has long since closed. Despite aging equipment and makeshift examination rooms, the doctors, nurses and dentists treated thousands of Sault Tribe members and their families.

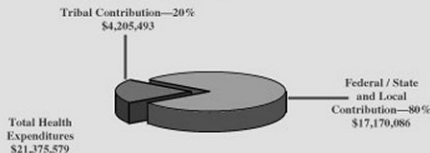
Today tribal members are served by a three-story, state-of-the-art medical center in Sault Ste. Marie and other health care facilities. Tribal members can also access care at satellite clinics throughout the seven-county service area. The health division - now the Tribe's largest government program - had an operating budget of \$20 million in 2002 and employed 250 health care professionals. The Tribe's medical and traditional healers recorded over 47,000 patient visits and contacts in 2002.

Our mission, high quality patient-centered health care, is becoming a reality. Since moving into the new health center in Sault Ste. Marie, the Tribe has opened health offices in Sault Ste. Marie, St. Ignace, Kinross, Hessel, Manistique, Marquette, Munising, DeTour, Escanaba and Newberry. The Sault Tribe is now the largest Indian health care provider in the Great Lakes. (Direct tribal support for health care services increased from \$2.4 million in 1998 to \$3,933,999 in 2002.)

Despite these accomplishments, member health needs far outstrip tribal resources. Like employers and governments across the nation, the Tribe is doing its best to keep up with skyrocketing health care costs. To maintain and expand services, the Tribe's health division has networked with area health providers for specialty care or care at reduced rates. The division has entered into agreements with area and regional hospitals to improve member access to health facilities. Still, improvements are needed and remain a top priority of the tribal board and health division staff.

U.S. Secretary of Health and Human Services Tommy Thompson recently toured the Tribe's health centers. During his visit, he told tribal health officials and the media that he was "impressed with what the Tribe was doing and that it should

## Sources of Health Services Operating Expenditures



**Federal, State and Local Contribution:** Grants the Tribe competes for and is awarded from federal, state, and local agencies to provide membership programs and services. **Tribal Contribution:** Tribal subsidy dollars that are invested by the Tribe in membership programs and services, and revenue generated by billing third parties for the services the program provides.

be emulated across the country." This is noteworthy praise from the nation's top health official.

### 2002 ACCOMPLISHMENTS

Each year the health division reaches more members with more programs. Here are the division's 2002 major achievements:

- Dedicated the Moses Dialysis Center in May 2002 and Maawndow'awin Physical Therapy Center in December 2002.
- Received independent review from UHIP partner and received outstanding scores for the key ambulatory care health indicators. UHP best ambulatory care practice equates to high quality health care.
- Conducted more than 6,500 dental patient visits and produced \$1.4 million worth of quality dental services.
- Elder care staff traveled more than 80,000 miles and made 10,000 home care visits to more than 600 elders.
- Collected \$3.1 million in third party revenue.
- Provided more than 1,000 traditional medicine provider visits and 45,000 clinical and community health visits; set standards to raise numbers.
- Filled more than 100,000 prescriptions, conducted 262,000 lab tests and made 5,000 x-rays.

- Hired three new physicians.
- Rural health clinics made 26,937 direct patient care contacts; implemented body recall classes in Manistique and Munising; audit of diabetes found 138 diabetic patients with 60 active clients; 40 participated in diabetic education classes; 56 attended monthly diabetic clinic visits; 80 patients attended diabetic support groups; 620 patients received health promotion services; 73 women were screened for the BCCCP program; two wellness agreements were put in place.
- Tobacco Free Task Force was established in July 2000 and has conducted monthly meetings the first Thursday of every month in Newberry. All tribal government buildings became smoke-free in June 2000 as a result of tribal board support. In fiscal year 2002, 295 participated in Freedom from Smoking classes with 41% smoke-free; 54% did not quit but decreased; 217 participated in individual sessions.
- Started Working on Wellness in 2002 for employees; 80 participants.
- Education campaign planned and implemented, practice guidelines established, for cancer screening.
- Expanded traditional medicine program in 2001-02, adding more time for the three healers so services can be expanded. Now going to Sault, St. Ignace, Hessel,

Manistique and Munising facilities monthly. Great response from tribal members. More than 1,000 visits and demand is increasing; making home visits for critical cases.

- Maintained the elderly medical transportation program (began July 1, 2000). Hired a coordinator and seven drivers. A total of seven cars are in place. Program very successful and has high demand in some areas; Made more than 1,000 non-emergency transports per year. Elderly transported to Petoskey, Marquette, Ann Arbor and VA facilities for radiation therapy, dialysis and specialty care.
- Conducted the first E.U.P. Alzheimer's Memory Walk and raised \$2,000 more than expected. Money goes back to the E.U.P. for emergency respite funds for caregivers.
- Elder care staff of 12 provided more than 100 nursing care visits for frail elders, 20 medical supply deliveries, 2,079 service visits for personal care, 7,020 service visits for home-making; developed an eldercare data base to record services and generate reports.

### GOALS

- Improve the health system's adherence to the IHS/ADA standards of care by 5% each year.
- Educate the tribal community by screening, assessment and counseling for cancer (2000-2005).
- Hire a nurse supervisor for the eldercare services program.
- Establish access via a local alcohol detoxification facility (2003-2005); obtain grant funding for this.

### HEALTH CENTERS

Tribal health care providers see 16 to 20 patients daily. They treat patients at tribal health clinics, visit Elders and community members at home, transport members to doctor's appointments, deliver meals to Elder homes, hold community meetings to raise awareness on healthy life styles, conduct on-the-job employee screenings to test for high blood pressure, diabetes and other conditions, and more.

# Tribal Health Centers

The Tribe's health care delivery division focuses on health promotion, disease prevention and direct medical care. The Tribe's health centers and services are spread throughout northern Michigan.

## TRIBAL HEALTH CENTERS

Here is a description of tribal health care clinics and services by location.

**The Sault Tribe Health Center** in Sault Ste. Marie is the largest tribal clinic. Opened in 1995, the clinic's health services include medical, dental, pharmaceutical, nutrition, community health, x-ray, audiology, optometry, traditional medicine, laboratory, environmental health and more.

**Lambert Center** in St. Ignace provides a full range of outpatient services including medical, dental, pharmaceutical, nutrition, community health, audiology, optometry and traditional medicine. The clinic houses a community center along with the Tribe's social service and Head Start programs.

**Community Care Clinic** in Sault Ste. Marie is an urgent care clinic jointly operated by the Tribe and War Memorial Hospital. The clinic provides after-hours, holiday and weekend care for tribal members living in or visiting Chippewa County. In 2002, the clinic provided 9,600 medical treatments.



An open house for the newest Sault Tribe community health clinic was conducted by tribal officials and staff on the June 17, 2003 in Marquette. Back row, L to R: United Cerebral Palsy of Michigan Benefits Counselor Rose Allard, Sault Tribe Chairman Bernard Bouschor, Sault Tribe board members Clifford Bellant and Michael Menard. Front row, L to R: Sault Tribe board member Anna Wilson and her nephew, Jim Alderson.

Photo by Rick Smith

**Manistique Health Clinic** documented more than 16,000 patient contacts in 2002. Located in the Tribe's Manistique Kewadin Casino Inn, the clinic

provides a full-time nurse practitioner, outpatient services, monthly wellness programs, and nutrition counseling, as well as other health care services for

members in Delta and Schoolcraft counties.

**Munising Health Center** had more than 11,000 patient contacts in 2002. Located on M-28 in

Wetmore east of our Munising reservation, the clinic employs a physician whose medical services mirror those offered at the Manistique Clinic.

**The Newberry Health Office** on M-28 near Newberry employs a part-time nurse who conducts community health nursing services and health screenings. The office also houses the Community Health Program for the Newberry area.

**The Hessel Health Office**, located on the Hessel reservation, employs a part-time community health nurse and a full-time health technician. It provides health screenings, referrals, health promotion programs, public health information and related services. One day per month, the office provides a teen health clinic.

**DeTour Health Clinic** provides general medical care for members in eastern Chippewa County. The clinic provides medication delivery, and health screenings are available Tuesdays and Fridays.

**The Escanaba Community Health Office** in downtown Escanaba provides basic health care and promotes healthier living through community meetings and information pamphlets.

**The Marquette Clinic** is in downtown Marquette and provides basic health care and promotes healthier living through preventive activities.

## Health Services and Programs

### HEALTH PROGRAMS AND SERVICES

Funded by the Tribe and Federal government, Contract Health Services (CHS) helps members pay costly medical bills. In 2002, CHS paid \$3.1 million to assist uninsured members fighting serious illnesses. The program forms part of the Tribe's health-safety net and is designed to get members the specialty or costly medical services they need to treat critical health problems.

To assure the program funds critical health issues, applicants must first be referred by a tribal doctor and treated by a contracted health provider. The program also covers pre-natal and post-natal care and delivery as well as treatment of cancer and communicable diseases.

The program can be contacted toll free at (800) 922-0582 or (906) 632-5200.

**Community Health Program (CHP)** promotes healthy lifestyles, disease prevention and community-based health services to members of all ages living in the seven-county service area. CHP staff members include community health nurses and health educators who conduct diabetes programs, HIV prevention counseling, a "Never Start" smoking cessation program, and cardiovascular care. Support staff help homebound patients. In 2002, the division added a new cardiovascular program.

**The Elderly Self-Sufficiency Health Fund** was created by the Board of Directors and Chairman Bernard Bouschor in 1998. Interest earned on the \$3 million principal in the fund pays for various health services and medical equipment for Elders. Since the fund was created, it has paid out \$456,642 while the principal remains intact. Though member needs outstrip the resources of the program, it does provide Elders with glasses, hearing aids,

dentures, physical therapy services, wheelchairs and other important medical equipment. For appointments and medical supplies, contact Sault Clinic Elder Care Services at (906) 632-5220.

**Elder Meal Services** delivers meals to Elders at home and other locations in Sault Ste. Marie, St. Ignace and other counties in the Tribe's service area. More than 14,000 meals were served in 2002.

The program provides transportation to and from meal sites, outreach visitations to Elder homes, and long-term care facility visits. Program staff provide important information to Elders at meal times, answering questions about planned activities, picnics, color tours, casino shows and more. The program is for Elder members ages 60 and older.

**Nutrition Programs** for seniors have delivered more than 100,000 meals since 1981. In 2002, the program provided about 14,000 meals to members in Sault Ste. Marie, Hessel and St. Ignace. The program, funded by federal and tribal funds, also conducts home visits to Elders in need of medication, and visits members in long-term care facilities.

**Elder Care Services** provides in-home assistance helping Elders complete everyday activities such as bathing, dressing, grooming, eating and moving around the house. Services include:

- **Respite care** for mentally or physically disabled members.
- **Homemaking** help with routine household tasks so Elderly members can live at home.
- **Non-emergency medical transportation** or medication delivery provides transportation to and from medical visits and other important appointments.
- **Transportation** for isolated Elders to social events and other appointments.

Services are for members ages 60 and older with functional limitations. Elders with the highest needs are helped first. In 2002, Elder Care Services staff traveled more than 80,000 miles, providing 10,000 home care visits to 600 tribal elders in the seven-county service area. The program's goal is to help Elders stay at home and maintain an independent life. Elder Care staff monitor vital signs, and bring Elders commodity foods, medication and medical supplies. Staff take Elders shopping, assist with errands, and help complete applications for needed services. Last year the Elder Care transportation fleet made more than 1,920 non-emergency visits to Elder homes.

**Environmental Health** monitors a range of health hazards including:

- Indoor air
- Hazardous waste disposal
- Food inspections
- Lead inspections
- Radon levels
- Drinking water
- Wetland delineation
- Erosion control
- Pump house operations

The program adheres to Sault Tribe, state and federal safety codes. Staff members are certified by the state.

**The Rural Health Program** is made up of four centers located in Newberry, Manistique, Munising and Escanaba. About 2,300 eligible patients received services in 2001. During the first quarter of 2002 the program saw about 1,500 patients who received services totaling 6,089 care contacts.

**Traditional Medicine** remains important to the people of the Sault Tribe. In fact, we were the first tribe in the United States to offer traditional medicine services as part of a formal tribal health delivery

system. Traditional medicine includes Native practitioners, diagnosis and treatment with herbs and ceremonies, sweat lodges, fasting, naming ceremonies and clan identification.

**Traditional Healing** services are offered at the Sault Ste. Marie, St. Ignace, Manistique and Munising clinics on a rotating schedule. More than 1,000 patient contacts were made in 2002. Patients must be tribal members or Native Americans. Call (906) 643-8689 for more information on the program.

### Health Division Directory

- Sault Tribe Health Center (906) 632-5200  
Toll Free 877-256-0009
- DeTour Health Clinic (906) 297-3204
- Escanaba Health Office (906) 786-9211
- Hessel Health Office (906) 484-2727
- Kinross Community Clinic (906) 495-5745
- Lambert Health Center (906) 643-8689
- Toll Free 877-256-0135
- Manistique Tribal Clinic (906) 341-8469
- Toll Free 800-347-7137
- Munising Tribal Clinic (906) 387-4614
- Newberry Health Office (906) 293-8181
- Sault Community Care Clinic (906) 635-0041

# EDUCATION

*The Education Division is dedicated to the concept that all students from earliest childhood to adulthood, can learn and master basic education skills. Students can succeed regardless of previous academic history, family background, gender or ethnic identity.* —Jack Kibble, Education Director



Left to right, Andrew Massaway, Rob Lambert Jr., Ida Hawkins, Matthew Stempki, Robert Massaway, Kayley Lasley and Edward Andrews, graduating seniors at LaSalle High School in St. Ignace.

Photo by Alan Kamuda

## 2002 Achievements

- YEA collaborated with tribal, federal, public school and university programs to maximize service penetration and effectiveness.
- Higher Education provided financial aid to 1,347 students.

## Services and Programs

- Adult Education
- Education Counseling
- Head Start/Early Head Start
- Higher Education
- Vocational Training/Financial Aid
- College Nights
- Youth Education and Activities
- Work Force Investment Act

## TRIBAL EDUCATION: BUILDING A BETTER FUTURE

The Tribe has a long history of helping members get the education they need to improve their standing in life.

In the late 1970s and early 1980s, tribal officials worked with the Sault Area Public Schools to develop the first Indian children's television show, called *Magic Tree*, which aired locally and covered some of the same subjects as *Sesame Street*. The show also retold the oral history of the Ojibwe of the Sault.

In the 1970s, tribal leaders brought the federally funded Johnson O'Malley Indian education program to Michigan, which meant more funding for tutors, counselors and teachers for Indian children.

To help tribal members attend college, the Sault Tribe joined tribes across the state to help pass the Michigan Indian Tuition Waiver in 1978.

The waiver pays college tuition for resident Indians attending state colleges and universities. The Act quelled a looming lawsuit over Michigan's plan to provide financial educational assistance to Indian residents, a promise made to Indian tribes when Michigan became a state in 1837.

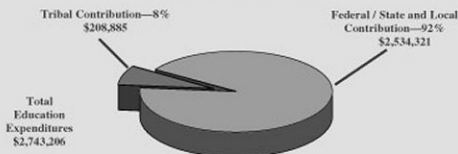
The Tribe's comprehensive Education Division opened in 1978. Today its services include cultural and recreational activities, Head Start and Early Head Start for preschool students. And tutoring, academic, cultural and social counseling services for elementary through high school and admission applications and financial aid assistance for college students.

The Education Department also holds GED or high school completion classes. It also offers adult-level college courses to members and employees seeking to further their education or upgrade their working skills.

### TRIBAL EDUCATION PROGRAMS AND SERVICES

The Education Department provides services to many school systems in the seven-county service area of Michigan's eastern Upper Peninsula. The department also offers financial assistance to members

## Sources of Education Operating Expenditures



**Federal, State and Local Contribution:** Grants that the tribe competes for and is awarded from federal, state, and local agencies to provide membership programs and services.

**Tribal Contribution:** Tribal subsidy dollars that are invested by the tribe in membership programs and services and revenue generated by billing third parties for the services the program provides.

attending colleges or trade schools throughout the nation.

### EARLY HEAD START

Early Head Start is a federal program for infants, toddlers (up to age 3), pregnant women and children with disabilities. Families must be members of a federally recognized tribe and meet income guidelines. Early Head Start provides children and their families with activities that help them grow socially, emotionally and physically. Early Head Start is a quality program begun in 1995 under federal legislation to provide funds to communities to raise healthier children. Early Head Start is divided into two options. The first option is the home-based option. This service is provided in Chippewa, Mackinac and a portion of Luce County (Newberry area). Home visitors bring the classroom into the child's home and work with parents to provide an educationally appropriate experience for the child. Home visitors also work with the parents by providing educational information for the family and referrals to

community agencies that may be of benefit for the family. Group socialization experiences occur twice a month at the Early Head Start Center in Sault Ste. Marie and at the Head Start Center in St. Ignace. This provides a time for parents and children to interact and socialize with other children and their parents.

The second option is the center-based option. The center is located in Sault Ste. Marie at 2076 Shunk Road. The center is equipped for 16 infants and toddlers. This is a year-round program and operates Monday through Friday. The center is staffed with qualified teachers and the curriculum incorporates the Ojibwe culture and language.

### HEAD START

Head Start is a federal program for preschool children (3-5 years) from low income families. Services are offered to meet the special needs of children, including children with disabilities. Head Start provides children with activities that help them grow socially, emotionally and physi-

cally. Children must be 3 years old by Dec. 1 of the current school year, must be members of a federally recognized tribe and meet income guidelines.

Head Start offers a part-day, part-year program for 60 children at two different sites. One site is located at 2076 Shunk Road in Sault Ste. Marie and the second site is located at 225 WaSeh Drive in St. Ignace. In collaboration with the Tribe's Child Care Center, a full-day, full-year option is available for 20 children who need child care before and after Head Start hours. The centers are staffed with qualified teachers and the curriculum incorporates the Ojibwe culture and language.

### ADULT EDUCATION

Adult Education has been on the chopping block of financial cuts from both the federal and state education departments for some time. These cuts have taken their toll on many adult education programs around the country. The Sault Tribe Adult Learning Center has thus far been able to weather the storm and continue to provide services to our tribal members. The key to this, of course, has been collaborative efforts of the Tribe and Consolidated Community Schools Services (CCSS). Although the Tribe covered the cost of instructors wages, and classroom space was provided by the J.C.L. P.S.A., the additional support of CCSS providing all of the necessary books and supplies as well as paying for a GED, tests administrator to provide weekly testing was instrumental in the success of another school year. The final number of GED graduates from the 2002-2003 school year was 24. 16 students are currently enrolled in the program and working towards their degrees. This number would fall in line with our annual average. Several of those graduates have already applied for assistance from our Higher Education Program to continue their education. We would like to wish all of our graduates continued success in their future endeavors.

# 2002 Education Programs Serving Our Tribe



**Education Department staff:** From left to right, back row, George Snider, Ally Krebs, Jack Kibble, Sylvia Arter, George Elcher. Front row, Teri Lamoreaux, Anne Suggitt, Barb Christie, Brenda Cadreau and Janice Lewton.

## HIGHER EDUCATION

Each year, the higher education component of the Education Division works with a growing number of college students - 600 in 1997 compared to 1,347 in 2002.

This important program maintains ties with college financial aid and admission officers, Michigan's Indian Tuition Waiver program and other important funding sources. The goal is to remove the financial barriers that once prevented most members from attending college.

## HIGHER EDUCATION GRANT PROGRAM

This is an unmet need-based program and is intended to assist with direct educational costs (tuition, fees, books, supplies room and board) that are not covered through other financial aid that the Sault Tribe student is eligible for - including family contribution.

To be eligible, the student must be attending a Michigan state-supported school full-time (12 credits or more) and have additional unmet need. The additional unmet need is determined after the student has applied for all institutional financial aid and by completing the Free Application for Federal Student Aid (FAFSA). The student must also submit a higher education assistance application to the Sault Tribe Higher Education

Department. Tribal grant awards are based on recommendations made by the college financial aid offices and available tribal funds.

For the 2002-03 school year, this program awarded 225 students with the average award for the year of \$722.

## HIGHER EDUCATION SELF-SUFFICIENCY FUND PROGRAM

This is not a need-based program. It's an incentive program that rewards tribal members for successfully completing college courses toward a degree. Award amounts vary depending on the college's academic calendar and the number of credit hours the student completes.

To participate in this program, the student must submit the tribal higher education assistance application, be enrolled in a community college, four-year college or university within the United States and be in good academic standing making satisfactory progress toward graduation.

For the 2001-02 school year, 1,113 students received an average award of \$733. The 2002-03 school year makes it the seventh year this program has been available to our tribal members. The first year this program gave out incentive awards was in 1996-97 funding over 500 students.

## VOCATIONAL TRAINING AND FINANCIAL AID

This self-sufficiency fund program financially assists students who are obtaining a vocational training certificate, diploma, etc. usually at a specialized state-licensed vocational training school within the United States.

The program is open to members who are 18 years and older and who are not currently in any other Sault Tribe education program. For 2002, nine students were funded \$7,364.

## YOUTH EDUCATION AND ACTIVITIES

This important community based initiative began as the Johnson O'Malley Program in 1976 with approximately 400 students in the Sault Ste. Marie area under direction of the Sault Tribe's newly established Education Department. Some of the pioneering projects included home tutoring, a pre-school, and recreation programs.

Today, the Youth Education and Activities (YEA) Program services tribal youth throughout the seven county service area with program sites or support staff in Sault Ste. Marie, Hessel, St. Ignace, Manistique, Gladstone and Munising areas. Based on the teachings of the Medicine Wheel, it provides a balance of programming which helps to build strong, confident Anishnabe youth with a solid educational foundation and values grounded in tradition. YEA services pre-school through 12th grade youth both in-school and at Youth Education Community Centers. The Centers are designed to include meeting space, community technology learning centers, computer libraries and media collections to support our youth's educational access and technological sophistication. In the Centers, YEA works with tribal youth to strengthen their academic skills and solidify their self-esteem.

YEA programming ranges from in-school and out of school tutoring, educational presentations, professional teacher in-services, Career Nights, College Nights, campus tours, homework labs, computer labs, Culture Camps, Tribal Youth Council and Circle of Life Summer Program. YEA also works with the seventeen school districts in the service area to help educators

access Tribal programs and services to benefit our youth and integrate Anishnabe concepts into local public school curriculum.

In 2002, Youth Education and Activities held more than 660 activities with more than 6,857 participants within the seven county service area. Activities ranged from academic to cultural to leadership to recreational on a daily, weekly and monthly basis.

Recognizing that our families have often had difficult experiences with educational institutions, YEA is proud to have at the core of its programming the Johnson O'Malley Parent Committee. This group of dedicated parents from each of the tribal election units works with YEA on a monthly basis to design and approve our direction.

## WORKFORCE INVESTMENT ACT

This program offers on-the-job training (OJT), work experience, summer youth employment, and senior employment programs for tribal members.

OJT training is an adult training program that provides opportunities for both employer and client to meet the personnel needs of local businesses. Clients learn job skills while working for an employer at an actual place of business and the employers are reimbursed 50 percent of the client's wage for a specified training period.

Work experience offers short-term temporary work assignments with an employing agency designed for Native American students ages 14-21 who are attending school full time. The purpose of the program is to provide participants with basic transferable work skills.

Summer youth employment provides temporary employment opportunities for Native American youth ages 14-21. Summer programs start when school gets out for summer vacation and ends when school resumes in the fall.

Senior employment is a program designed to serve the employment needs of our Sault Tribe elders age 60 and over. Individuals hired through this program are placed into part-time work assignments for a maximum of 20 hours per week.

# Tribal Scholarships

To increase the amount of financial aid for tribal members attending college, scholarships have been established in memory of past tribal leaders or to honor present families.

## JOSEPH K. LUMSDEN MEMORIAL SCHOLARSHIP

This scholarship honors the Tribe's first elected chairman, Joseph K. Lumsden, who passed away while in office. Chairman Lumsden, Bouschor and others led efforts in the 1970s to seek and obtain federal recognition for the Tribe.

To qualify for this \$1,000 scholarship, a student must be at least one-quarter Indian blood quantum and be a college junior with full-time status at a Michigan state-supported school. The student must demonstrate financial need and have an accumulative grade point average of at least 3.00. Applicants must also include a brief essay describing their academic major, career objective, and what the scholarship would mean to them. Applicants can apply from May 1 through July 1.

## BERNARD BOUSCHOR SCHOLARSHIP

Chairman Bouschor has worked for the Tribe since the early 1970s and has had a personal hand in the creation of most tribal programs, services and enterprises. He established the scholarship to help

other members attend college.

This is open to all tribal members who are enrolled or accepted into a two or four year college or university within the United States or Canada. Applicants must also submit a letter of application stating their academic major, career objective and a 300-to-500-word essay describing what the scholarship would mean to them. Deadline is June 1.

## GEORGE K. NOLAN TRIBAL JUDICIAL SCHOLARSHIP

This scholarship was created to honor long-time employee George Nolan, who served the Tribe in many important areas in the 1980s and mid-1990s. He served as tribal housing director, judge, chief judge, executive assistant to the tribal chairman, and vice chairman of the Tribe.

Applicants must be at least a college sophomore enrolled or accepted into a two to four year college or university within the United States studying tribal law, law enforcement, legal studies, political science or public administration. Applicants must also be attending full-time, demonstrate a financial need, and submit a 300-to-500-word essay on how the scholarship would help the applicant reach his or her goal. Deadline is July 1.

## FRED E. HATCH, JR. LAW SCHOLARSHIP

Fred Hatch, Jr. was a member of the

Original Bands of Chippewa Indians. He and his father, Fred L. Hatch, Sr. worked with other members from Sugar Island, Drummond Island, St. Ignace and the Marquette area to regain federal recognition for the Tribe. This scholarship is for tribal members studying or earning a degree in any area of the law. For more information, contact Aaron Payment (906) 632-2446 or 1-800-987-0040.

## ROSIE GASKIN SCHOLARSHIP

Rosie Gaskin was an activist when the Tribe needed to be heard. She helped many, many children through school and gave them a place to stay. She is remembered for her kindness and dedication to her Tribe. The scholarship provides a \$1,000 yearly award to the college student who turns in the best essay on issues of equality, Native American rights, education, reviving Native culture/traditions and beliefs. All tribal members are eligible. For more information, contact Aaron Payment (906) 632-2446 or 1-800-987-0040.

## SELF-SUFFICIENCY FUND

This is an incentive program that rewards tribal members for successfully completing college courses. Full-time students can receive up to \$500 per term. For more information, contact the Tribe's Higher Education department at 906-632-6098.

# Education Directory

- Sault Tribe Education Division  
(906) 632-6098
- Toll Free 800-793-0660
- Adult Education  
(906) 632-6280
- Higher Education  
(906) 632-6098
- Early Head Start  
(906) 635-7047
- Sault Head Start  
(906) 635-7722
- St. Ignace Head Start  
(906) 643-9722
- Youth Education and Activities  
(906) 635-7010
- Sault Ste. Marie  
(906) 643-7262
- St. Ignace  
(906) 644-2298
- Hessel  
(906) 341-3362
- Manistique  
(906) 643-7262
- Workforce Investment Act  
(906) 632-6789

# ANISHNABEK COMMUNITY & FAMILY SERVICES



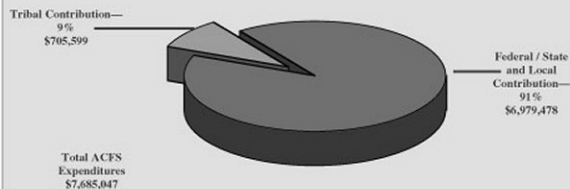
*Anishnabek Community and Family Services' mission is to promote, advocate and develop programs that will maintain individual dignity, support family life and promote personal growth with our culture and spiritual heritage.*  
—Christine McPherson, ACFS Director

**Full support of family life.** Sonja and Joseph Lawlor of Rudyard, along with their son Nicholas, right, adopted brother and sister Peter and Danielle into their family after providing a foster home for them as part of the Binogii Placement Agency foster care program. The Lawlors continue to be foster parents for Binogii.  
Photo by Alan Kamuda

## 2002 Achievements

- Met 90 percent of goals established in annual strategic plan.
- Eight new foster homes licensed.
- 71 youth served in foster care.
- Facilitated 11 adoptions.
- Protective services provided to 51 children.
- Opened 451 new general assistance cases, 135 Native Employment Works cases and 163 Welfare to Work program cases.
- Behavioral Health services expanded services to the western service area.
- Mental health services with 286 members (2,108 visits), substance abuse services to 160 members (937 visits).
- Child Care Center provides services to 100 tribal children and 67 households.
- Child Care Development Fund assisted 225 children/130 families and licensed six day care homes.
- Direct Services approved 1,661 applications which impacted 4,780 (duplicate) family members.
- USDA served 4,707 households representing 11,599 individuals.

## Sources of ACFS Operating Expenditures



## Services and Programs

- Child Placement Program
- Foster Care Placement
- Foster Home Licensing
- Adoption
- Protective Services
- Family Support Services
- Behavioral Health Program
- Substance Abuse Services
- Mental Health Services
- Employee Assistance Program
- Direct Assistance Program
- Child Care Assistance
- Emergency Assistance
- Native American Works Program
- General Assistance
- Welfare to Work
- Safe Kids/Safe Streets
- Tribal Children and Youth Network

**Federal, State and Local Contribution:** Grants the Tribe compete for are awarded from federal, state, and local agencies to provide member programs and services.

**Tribal Contribution:** Tribal subsidy dollars that are invested by the Tribe in member programs and services and revenue generated by billing third parties for the services the program provides.

# ACFS - BUILDING A STRONGER CIRCLE

## BUILDING STRONG NATIVE AMERICAN FAMILIES

In the early 1980s, the Tribe's entire social service department had three employees. Today, 80 professional staff members with significant expertise help hundreds of tribal members and families live better lives.

With a \$8.4 million budget, Anishnabek Community and Family Services (ACFS) is the umbrella program for a variety of important community services organized into five components. In 2002, ACFS carried out its mission of putting families and children first by designing services to improve the lives of tribal children and families.

Despite the economic downturn and tribal fiscal constraint, ACFS worked hard to maintain - and in some cases expand -

services. Staff provides high quality assistance to tribal members through mutual respect and good stewardship of resources.

ACFS understands that delivering effective services requires teamwork. As a result, we wish to recognize the efforts of our partners and colleagues in other tribal departments, the State of Michigan, various federal agencies, and the private service sector. Chi-Megwetch (big thank you) to all those who helped our families and staff throughout 2002 by realizing we are stronger as a community than as individuals.

## ENDAHYON GROUP HOME

Endahyon Group Home is a residential home for adolescents experiencing behavioral difficulties and substance abuse problems. The two-story home provides emer-

gency shelter in a safe environment to area youth and is a treatment center for children with substance abuse problems.

The home's mission is to provide culturally appropriate care to children in need of shelter in a therapeutic setting. In 2002, the home cared for seven children and provided temporary shelter for 10 children seeking a safe haven.

## CHILD PLACEMENT PROGRAM

Child placement includes the Binogii Placement Agency, Endahyon Group Home, and family support services, which in turn houses protective services, family support and prevention services. With a total expenditure of \$2.2 million, child placement provided services to 446 members in 2002.

## FAMILY VIOLENCE PROGRAM

The Family Violence Program incurred \$4,800 in direct support and primary shelter services.

## BINOOGII PLACEMENT AGENCY

The Binogii Placement Agency licensed eight new foster homes, completed 11 adoptive placements and handled 71 foster care cases. Licensed by the State of Michigan, it remains the only tribally operated Indian child placement program in the state. Its goal is to keep Indian families together and protect children.





Jack Lees uses a vision scanner to check on the eyesight of Madison Vasser who is being held by Karen Cachagee at the Child Care Center. Vision and hearing tests are part of the services offered free to the children at the center.



Left to right seated, Jennifer LeBlanc, Tom Peters and Lisa Dietz, standing, Bob Antone, Terri Tavener and Bea Jackson, work on a report for a workshop during a break in a community healing session.

Photos by Alan Kamuda

# ACFS: Helping People Help Themselves

## FAMILY SUPPORT SERVICES

Family Support Services works with stressed families, providing an array of services aimed at keeping families together. Services include Family Continuity, Protective Services, Family Violence Prevention, Indian Child Welfare, and general social work. When necessary, children are removed from troubled environments. In 2002, the program worked with 321 clients.

## BEHAVIORAL HEALTH SERVICES

Behavioral Health Services include Mental Health, Substance Abuse Services and Employee Assistance Program (EAP). Behavioral Health recorded 3,366 client contacts in 2002. It has forged relationships with non-tribal behavioral health care specialists throughout Michigan so more members have access to needed services. The program provides services to tribal members, their dependents and other persons in a tribal household whose condition may affect the welfare of families. The Mental Health Program offers outpatient services to people of all ages, including entire families. It also works with clients called before the tribal court.

Substance Abuse uses every resource to lower substance abuse rates among tribal members. It is licensed by the state and provides the following services: Outreach to members and families in trouble, prevention, gambling rehabilitation, counseling, aftercare and referral services.

The mental health component includes outpatient therapy, limited psychological testing and consultation. Home-based counseling is provided to children with serious emotional problems. Services are provided in Sault Ste. Marie, St. Ignace, Manistique and Munising.

## EMPLOYEE ASSISTANCE PROGRAM

The Employee Assistance Program (EAP) is fully funded by the Tribe and provides a variety

of services to employees. Services range from mental health and substance abuse referrals to financial and other counseling aimed at helping employees excel on the job. In 2002, EAP provided services to 693 employees.



## DIRECT ASSISTANCE

Direct Assistance provided services to 6,571 households last year. Direct Assistance includes the Low Income Energy Assistance Program (LIEAP), USDA Food Distribution, Child Care Development Fund, Funeral Assistance, and the Tribal Child Care Center.

**CHILD CARE DEVELOPMENT FUND**  
The Child Care Development Fund (CCDF) provided support to families in 2002. The program helped a number of childcare providers obtain safety equipment to improve care for tribal children. In addition, six homes were licensed to provide childcare, 225 children under age 12 received child care support. The CCDF also purchased supplies and equipment that improved education, child development and motor skills at the tribal Child Care Center and After School Programs. Our top priority is to assist tribally licensed providers. However, we will consider assistance for any provider in the seven-county service area.

## CHILD CARE CENTER

The Child Care Center worked with the Education Department on a 12-month Head Start Center. This program will enable 20 children to attend day care and Head Start without being bused from

center to center. The Child Care Center is eligible to receive free services offered by the Behavior, Emotional, and Resiliency Skills programs. Offered through the 4Cs of the U.P., this program is designed to assist children with behavior problems while in care.

## NATIVE EMPLOYMENT WORKS COMPONENT

The Native Employment Works component served 749 families in 2002. The Tribe's General Assistance Program, Native Employment Works Program and the Welfare to Work program are parts of this component. The programs offer needed services that help people get back on their feet by offering job placement skills classes, community work experience, on-the-job training and job readiness.

## GENERAL ASSISTANCE

General Assistance provides temporary financial assistance to eligible tribal members without income. In 2002, 451 households received aid from this program.

## NATIVE EMPLOYMENT WORKS PROGRAM

In 2002, 135 members participated in this program and achieved an 82 percent employment rate.

## SAFE KIDS/SAFE STREETS

Safe Kids/Safe Streets Program is dedicated to "Building Strong Native American Families." It combats juvenile delinquency by reducing child abuse and neglect. Activities target at-risk kids through information campaigns such as "Parent Awareness Month" and community events and workshops.

Anishnabek Community and Family Services goals focus on the tribal community's Strategic plan to help members build a strong community, revitalize traditional and spiritual values to strengthen Anishnabek families. It hosts a user-friendly web site for members seeking information about a wide variety of services in the seven-county service area, [www.yooperaid.org](http://www.yooperaid.org)

## Future ACFS Goals

- Increase Tribe member input into the planning, development and evaluation of services.
- Pursue additional funding as appropriate to the members needs and strategic plan.
- Increase culture in program services and expand cultural activities throughout the service area.
- Achieve proper blend and balance of services throughout the seven-county service area.
- Improve and enhance service delivery through accreditation by the Council of Accreditation for Children and Family Services.
- Implement a multi-disciplinary treatment team approach to more effectively serve families.
- Increase employment of Tribal members through supportive services of the Native Employment Works program.
- Implement Best Practice service protocols and Research Based interventions.
- Ensure service quality through provision of staff training and development.

## ACFS Directory

**Sault Ste. Marie Main Office**  
2864 Ashmun  
906-632-5250 1-800-726-0093

**Substance Abuse**  
2154 Shunk Road  
906-635-6075  
1-800-726-9105

**Children's Mental Health**  
1022 E. Portage  
906-632-7468  
1-866-245-5437

**Child Care Center**  
2218 Shunk Road  
906-632-4001

**Endahyon Group Home**  
2163 Migisa Ct.  
906-632-4001

**USDA**  
3601 Mackinaw Trail  
906-635-6076  
1-888-448-8732

**Kincheloe**  
60 Kincheloe  
906-495-1232  
906-495-6042

**Manistique Tribal Center**  
153 Mukwa  
906-341-6993 1-800-347-7137

**Substance Abuse**  
174 Zhigag Drive  
906-341-7677

**Munising**  
418 D. Mill Street, P.O. Box 509  
906-387-3906

**Marquette**  
1500 W. Washington  
906-228-3730

## SATELLITE LOCATIONS

**Newberry Tribal Center**  
P.O. Box 155  
906-293-8181

**Hessel Tribal Center**  
906-484-2727

**Escanaba Tribal Health Clinic**  
807 Lundington  
906-786-9211

# HOUSING

*"To provide housing opportunities for members of the Sault Ste. Marie Tribe of Chippewa Indians in an affordable, safe and adequate manner which will promote self-sufficiency and self determination and build upon the ultimate goal of creating communities our members can truly call 'home'."*

—Sault Tribe Housing Authority Mission Statement



Matt and Sonja McKelvie, with their children, Elly and Joey Nolan, Tim McKelvie and their pet dog Jake in front of their home. The McKelvies were one of the first families to move into Odenaang and have planted flowers and trees and built decks around their home in the newest part of reservation housing.

Photo by Alan Kamuda

## 2002 Achievements

- Housing staff moved 21 families into new houses on Odenaang.
- Three families converted their rental units to home ownership.
- Six new units being built on Spring Street in St. Ignace.
- 18 families received down payment and closing costs assistance.
- More than 900 Tribal members and other Native Americans participated in cultural activities at the Housing Authority Culture Camp on Sugar Island.
- 85 new families moved into rental units.
- 2,366 service calls were completed.
- \$1,121,173 has been spent of NAHASDA funds on Odenaang alone.

## Services and Programs

- Development
- Drug Elimination Program
- Home Improvement
- Home Ownership Department
- Maintenance Department
- Modernization Department
- Resident Services
- Sanitation

## BUILDING BETTER HOMES FOR MEMBERS

### BUILDING BETTER HOMES FOR MEMBERS

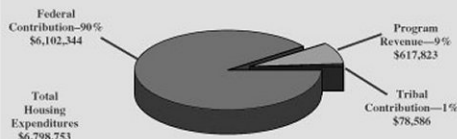
The housing department has provided affordable homes to tribal members in the eastern Upper Peninsula since 1981 when it opened its first 48 housing units in Sault Ste. Marie. In 2002, the housing department had 472 homes for members. Though most residences are reserved for low income-eligible members, three properties are being purchased by members with moderate income under the Tribe's Home Ownership Program, which helps members achieve the American dream of home ownership.

Building and buying homes is a top priority for the Tribe. In 1993, the Tribe purchased 415 military homes for Tribal housing and DeMawelot Development at the former Kincheloe Air Force base in Kinross Township, about 20 miles south of Sault Ste. Marie.

In 2000, the Tribe took ownership of 275 homes for Sawyer Village when the U.S. Air Force closed K.I. Sawyer base near Marquette. These affordable homes include a day care center and small grocery store on site.

Housing staff moved 21 families onto our newest site, Odenaang. The project will eventually develop about 170 homes on 300 acres purchased by the Tribe in Sault Township. Named Odenaang - "A Place of Many Hearts" - by tribal Elders, the project will provide safe, affordable, and modern housing to members.

### Sources of Housing Operating Expenditures



#### Federal

**Contribution:** Grants that the Tribe competes for and is awarded from federal agencies to provide members programs and services.

**Program Revenue:** Revenue generated from rental and interest income by Tribal housing.

#### DRUG ELIMINATION PROGRAM

Launched in 1996, this important program seeks to reduce and eliminate drug and alcohol abuse among Native Americans. Program staff hold weekly and monthly meetings at each housing site to raise awareness of the problems drug and alcohol abuse create in families and the community. The program provides referrals for people seeking help and is closely linked to the Tribe's YEA program, social services and law enforcement.

Geared to work with children, adults and families, the program brings cultural teachings to strengthen traditions and make our community a better place to live. The program has touched the lives of virtually everyone living on tribal lands and is considered a success.

#### SUGAR ISLAND CULTURAL CAMP

The camp opened in 1995 on Sugar Island in the St. Marys River. Children and adults use the two-story camp for spiritual gatherings. Cultural education classes teach kids how to make maple syrup, smoke fish, and weave snowshoes. Children also participate in fun activities such as hiking and swimming. Sugar Island Elders hold monthly meetings, while tribal employees hold workshops and retreats at the camp.

The log building was built with tribal dollars and community contributions. This model program has been copied throughout the country. The camp sleeps 32 people and houses a full kitchen, two baths and a main meeting area.

### HOME IMPROVEMENT (NAHASDA)

The Native American Housing Assistance Self Determination Act (NAHASDA) benefits members in the Tribe's seven-county service area. NAHASDA assists income-eligible, rural members whose homes are in need of specific repairs. Services include repairing or replacing roofs, siding, windows, furnaces and hot water heaters. NAHASDA funds are limited per project, but often work with other non-Indian state and federal housing programs to pool money to cover home repairs.

### HOME IMPROVEMENT PROGRAM

This Bureau of Indian Affairs program repairs and brings substandard homes up to housing codes. If it is not possible to refurbish a home for \$35,000, program funds can be used to build a new home. Funds from the program are often pooled with funds from other community, state or federal resources to improve existing homes.

### SANITATION

The Sanitation Program is federally sponsored by Indian Health Services. The program helps members seeking services related to water and/or waste systems. There are two categories of services: (1) Home improvement projects that are receiving new plumbing and/or adding to the home, newly built or purchased homes, and (2) Projects at homes with existing systems that have failed or are failing.

# The Sugar Island Culture Camp



**History lives  
and is handed  
down to  
tribal youth**



The Tribe's culture camp on Sugar Island provides opportunities for Tribal youth to learn survival skills and participate in cultural activities. Some of the camps offered include: snowshoe camp, smoked fish camp, maple syrup making, cradle board camp, regalia making, and winter survival skills.

Tribal youth from the seven county service area, in conjunction with the Youth Education and Activities Program and other Tribal programs, attend the many activities and camps offered.

Photos by Alan Kamuda and Brenda Austin



## Members offered help through Home Ownership Program

### HOME OWNERSHIP

The Home Ownership Department is designed to assist tribal families in understanding credit and developing rental homes and properties developed under the 1937 Housing Act by the Tribe's Housing Authority.

Specific services include:

- Home buyer education classes
- Down-payment assistance
- Money management
- Credit report reading
- Assistance in finding a suitable home
- Assistance in finding a suitable mortgage package
- Mutual help

The program has helped 44 families purchase their own home.

### MODERNIZATION

This program is a rehabilitation program to repair existing low rental homes and properties developed under the 1937 Housing Act by the Tribe's Housing Authority.

This includes roof replacements, interior and exterior painting, window replacements, furnace, site improvements, insulation and other meaningful repairs that maintain homes in good condition. An average of 50 homes a year are refurbished in the Tribe's seven-county service area.

### OCCUPANCY DEPARTMENT

This department is responsible for maintaining resident files and rental applicant files for all housing sites. Achievements for 2002 included:

- 85 new families were moved into housing.
- Completed 267 annual resident recertifications.
- Completed 393 interim recertification and rent adjustments.
- Processed more than 400 rental applications and transfer requests.

### RESIDENT SERVICES

Resident services staff assist housing residents with their needs and concerns, ensure their continued occupancy by providing loss prevention classes (noted below) to enhance the quality of life for our member residents, while promoting self sufficiency, healthy life styles, which build strong communities. Here are some of the services the program provides:

- Staff are in constant contact from all nine housing sites.
- Specialists research resources to meet the unique needs of our residents and refer for expertise when necessary.
- Resident services and the counseling provided is unique to Indian housing.
- Staff incorporate drug prevention and cultural activities to meet the unique needs of our members.
- Annual fire and safety home inspections.
- Youth and family recreation.
- Home care and maintenance.
- Conflict resolution.
- Household budgeting/money management.
- Planting flowers for Elders.
- Planting community gardens.
- Housing site clean-ups.
- Community safety fairs.

### Housing Sites

• Escanaba	25
• Hessel	23
• Kincheloe	88
16 are home ownership	
• Manistique	34
• Marquette	10
• Newberry	14
1 is home ownership	
• Sault Ste. Marie	112
46 are home ownership	
5 rentals under construction	
• St. Ignace	59
Three rentals and three homes for ownership under construction	
• Wetmore	18

### Housing Directory

Administration	906-635-4960
Development	906-635-8025
Drug Elimination	906-635-4980
Home Improvement	906-635-4760
Home Ownership	906-635-7723
Modernization	906-495-5555
Resident Services	906-635-4980
Sanitation	906-635-4760
Service/Maintenance	906-495-5598

# JUDICIAL BRANCH



*The tribal police department enforces all tribal, state and federal laws on tribal lands and has both conservation and public safety duties. The department was created to ensure that residents and visitors are afforded protection of their personal well being and property and to protect all other public, private and tribal property on tribal lands.*  
**—Fred Paquin, Chief of Police**

Left: Tribal Police Officer Dan Frechette and Sergeant Sam Gardner patrol the Pow Wow grounds during the 2003 Annual Sault Tribe Pow Wow in the Sault. The 18 member police force provides service across the seven county service area with mutual aid agreements with local, county and state police.

Photo by Alan Kamuda

## 2002 Law Enforcement Achievements

- Participated in the National Homeland Security Summit with Chief Fred Paquin invited to sit on the national board.
- Secured \$2,330,210 in grants.
- Received awards from the Western District U.S. Attorney's Office and the U.S. Coast Guard.
- Summer Camp.
- Police Training.

## PROGRAMS AND SERVICES

- Public Safety
- Conservation
- Tribal Court
- Bike Safety Classes
- Halloween Safety Presentations
- School Safety Fairs
- Spring Cleanup on Tribal Lands

# LAW ENFORCEMENT AND CONSERVATION

**Conservation Department** was established in 1979, a result of Federal Court Judge Noel Fox's decision in U.S. vs. Michigan, that tribes retained the right to fish in ceded waters of the three Upper Great Lakes, under the 1836 Treaty between the United States and the Indian tribes. Judge Fox also affirmed that the tribes who were party to the litigation were not under the jurisdiction of the State of Michigan to enforce state laws on Tribal Fishermen. Tribes could self regulate their right to fish for both commercial and subsistence fishermen.

The Tribal Conservation Department is charged with the enforcement of laws governing the Treaty of 1836. The department has the responsibility to ensure that persons utilizing the "Tribal Right" obey the Joint Federal Regulations, regulations issued by the Tribe and any other emergency orders issued by the Tribal Board of Directors when fishing commercially or for subsistence, anywhere in the ceded waters as allocated in the 1836 Treaty. The goal of the Conservation Department is to enforce the Treaty Fishing Laws and ensure the Tribe's right to self-regulate its fishing activity.

**Public Safety** became a tribal program in 1983 with the Tribe obtaining Housing for the members, officers were given responsibility of enforcing the Tribal Law and Order Code on the Sault



Ste. Marie Trust Lands. Law Enforcement provides patrol and other police services to all sites. The department provides enforcement of all Tribal Law Codes, the Michigan Motor Vehicle Code as adopted by the Tribal Code and any ordinance enacted by the Tribal Board of Directors. The department provides assistance to citizens, to all other units of tribal government and to other tribal, state and federal law enforcement agencies. The goal of the Tribal Police Department is to ensure all persons Equal Protection Under the Law and assist all who request help. The department has sworn duty to maintain order for the protection of life and property.

**The Junior Police Academy** is an innovative and dynamic approach to helping children understand that police officers are

here to protect the community and its youth. On July 22-26, 2002 the department hosted its fourth annual academy. There were 49 young men and women between the ages of 12 and 17 in attendance. The cadets came from Sault Ste. Marie, Kincheloc, Hessel, St. Ignace, Munising, Newberry, Manistique and Escanaba. The week-long camp trained the cadets in physical fitness, evidence collection, fingerprinting, defensive tactics, first aid, K-9 Unit presentation, firearm safety, felony traffic stops, legal updates, court functions, report writing, community policing, building entry, fatal vision, fire safety and water safety. Recreational activities included canoeing, swimming, games and campfires. The 2002 Junior Police Academy was a tremendous success.

## SIGNIFICANT STATISTICS

The department consists of the Chief of Police, two Sergeants, fifteen officers, one dispatcher, a program manager and a secretary.

## PATROL ACTIVITIES

**Arrests:**  
 2000 - 3,661 calls/254 arrests  
 2001 - 3,784 calls/302 arrests  
 2002 - 3,918 calls/423 arrests

## Traffic/Parking Enforcement:

Year - stops / fines collected  
 2000 - 502 / \$1,190  
 2001 - 543 / \$1,869  
 2002 - 576 / \$1,742

## DRUG ENFORCEMENT

• \$10,091 worth of processed marijuana, methamphetamine, cocaine and other drugs seized from sites on tribal lands.

## AGENCY ASSISTS

- Working with other law enforcement agencies to make arrests.
- 2000 - 1,972
- 2001 - 2,029
- 2002 - 2,147

## CONSERVATION

- 110 commercial fishing permits issued.
- 561 subsistence fishing permits issued.
- 599 hunting and fishing permits issued.
- More than 7,500 catch reports filed.

## COMMUNITY POLICING PROGRAMS

- **You Got Caught Being Good**  
 A program to reward children for being good.
- **Safety Presentations**  
 20 children at nine sites, four times a year.
- **School Presentations**  
 30 children in eight classes, three times a year.

## SIGNIFICANT PROJECTS

Sault Tribe was awarded \$1.65 million to construct a juvenile detention facility in St. Ignace.

## 2003 GOALS

- Enhance Community policing programs.
- Continue the increased professionalism of the department.
- Reduce juvenile delinquent behavior.

## IMPLEMENTATION OF HUNTING AND INLAND FISHING RIGHTS

With the 2000 Consent Decree in place, the department has made some specific changes to deal with new issues we are facing.

The increase of treaty fishing enforcement, increased treaty water patrols, and the possible implementation of hunting and inland fishing rights have directly affected the need for increased enforcement.

## Geographical Jurisdiction

The geographical jurisdiction of the Sault Tribe of Chippewa Indians Law Enforcement Department is difficult. We provide patrol and police services to all seven counties and all reservation sites; Sault, St. Ignace, Kincheloc, Hessel, Newberry, Munising, Manistique, Escanaba, and Marquette. Our force consists of 18 officers.

Mutual Aid Agreements are in place with six counties and seven villages. The officers are not only federally and state certified, but are cross-deputized in these counties, cities and villages. These agreements allow for use of their jail house facilities as well as for cross-deputization of officers. The county officers are deputized under our department and our officers are deputized under their departments. This is beneficial to all the departments involved. It allows for immediate back up in crisis situations. If an emergency call comes in, we can offer assistance to the county or the county may offer assistance to one of our officers.

# JUDICIAL BRANCH

*The Tribal Court is continuing to expand services to meet the ongoing needs of the community by resolving disputes in a fair and impartial manner.*

— Kandra Robbins, Chief Judge



The staff of the Tribal Court. Front row, left to right, Anna Rogers Stott, Brit Brandt, Mindy Killips, John Block, Liz Bias, Erica Hovie, Jackie Frechette and Annette Brabant. Back row, left to right, Lori Jump, Toni Schopp, Chief Judge Kandra Robbins, Susan Bigger and Kellie LaVictor.

Photo by Alan Kamuda

## SAULT TRIBE COURT AND SERVICES

The Sault Ste. Marie Chippewa Tribal Court was established in accordance with the Tribal Constitution. The court's jurisdiction is established by various ordinances adopted by the Board of Directors and contained in the Tribal Code.

The Court has jurisdiction over ordinances concerning criminal law, traffic, land use, domestic relations, child welfare and juvenile cases.

The Court hears civil cases involving non-Indians on tribal lands and has jurisdiction over cases involving violations of treaty fishing.

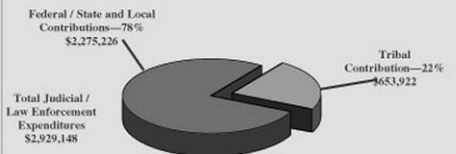
In 1998, the Sault Tribe Board of Directors appointed a three-member Appellate Court to hear appeals from the Tribal Court. In 2002, the Tribal Court heard 583 cases. The Appellate Court heard three cases.

**The Indigent Defense Counsel** is a tribal program that assures members coming before the court for neglect and abuse cases are represented by an attorney. The Tribe sets aside funds to hire attorneys to represent indigent tribal members in the Tribe's seven-county service area. The Tribe also contracts with the Chippewa County Public Defenders Office to represent persons charged with criminal offenses. In 2002, the program provided \$69,000 in fees for 57 cases that came before the court. Eleven contracted attorneys throughout the service area provide counsel.

**Victim Assistance** provides immediate response to members victimized by crime. Services include financial assistance, temporary shelter, food, telephone services, and repairs of broken locks, doors and windows.

The program also assists with custody exchange services where violence has been a factor in a marriage. The goal is to protect children from heated exchanges between parents.

### Sources of Judicial / Law Enforcement Operating Expenditures



**Local Contribution:** Grants that the Tribe competes for and is awarded from federal, state, and local agencies to provide membership programs and services.

**Tribal Contribution:** Tribal subsidy dollars that are invested by the Tribe in members programs and services and revenue generated by the program for fines, fees and other costs.

The Tribe also established a comprehensive program of services to better support victims of all types of crimes. The program calls on a vast array of Sault Tribe resources to address issues most important to crime victims. All crime victims in the seven-county service area are eligible. In 2002, the program served 436 people.

**Women's Talking Circle** is a weekly support group for women who have been victims of domestic violence or sexual assault.

**Men's Education Group** is a 26-week program of weekly meetings for men who have used violence against partners. This is the only program that has a cost attached — \$10 weekly.

**Voices to Choices** is a weekly forum that offers an opportunity for substance abusers and family members to make positive choices through education.

**Tribal Drug Court** was designed to reduce the rate of drug abuse among tribal members. The court uses a proactive and comprehensive approach to identify and treat people abusing drugs.

Once an individual has been identified as a substance abuser, treatment programs are designed to prevent a repeat offense before the individual is released from jail or probation. The new program graduated its first client in 2002.

#### SIGNIFICANT STATISTICS

- Family cases: 57 in 2002.
- Juvenile delinquency: 57 in 2002.
- Criminal cases: 242 in 2002.
- Criminal civil infractions: 76 in 2002.
- Traffic: 33
- Civil cases: 214

**Total court cases  
583 in 2002**

### 2002 Tribal Court

#### Achievements

- Appointment of magistrate.
- Implementation of court reporting system.
- 53 attorneys currently admitted to practice in tribal court.
- Developed and implemented civil legal assistance for victims of specific crimes. An attorney and secretary were hired for this component.
- Completed brochures - How to be an Effective Witness and Parental Responsibility.
- Purchase of digital recording system.
- Awarded court enhancement grant of \$159,257.
- Sponsored children's carnival at the Pow Wow.
- Held first annual court appreciation picnic.

#### Services and Programs

- Indigent Defense Counsel
- Victim Assistance
- Women's Talking Circle
- Men's Education group
- Court Appointed Special Advocate
- Drug Court

### 2003 Tribal Court

#### Goals

- Employ a data entry clerk.
- Address issues of office space.
- Implementation of court management software.
- Community service projects to assist elder tribal members.
- Improve relationships with law enforcement and victim aid agencies.

### Sault Tribe Judicial

#### Services Phone

#### Numbers

**Emergencies - 911**  
**Law Enforcement - 635-6065**  
**Public Safety - 635-6065**  
**Conservation - 635-6065**  
**Jr. Police Academy - 635-6065**  
**Tribal Court - 635-4963**  
**Victim Assistance - 635-7705**  
**Drug Court - 635-4963**

When contacting the Sault Tribe Police Department, it is very important to distinguish whether your call is an emergency. An emergency is any situation where life or property are in immediate danger.

**Do not call 911 unless you have an emergency. Use the numbers listed above for non emergency based contact with these agencies.** If you wish to call the Sault Tribe Police Department for situations that are not emergencies, please call 635-6065.



# CULTURAL

*Sovereignty requires a people, language, culture and land. This is the basis of our rights today. The mission of our Division is to promote and preserve our culture.*

—Tom Peters, Cultural Department



The staff of the Cultural Department in front of their new offices in the newly remodeled Fred L. Hatch Sr. Memorial Building on the corner of Greenough and Portage. The building was the Tribe's first office, and the Cultural Department plans to open a museum and library.

Photo by Alan Kamuda

## 2002 ACHIEVEMENTS

- Establishment of the Cultural Committee.
- Smithsonian repatriation of ancestral remains from Fort Brady, disinterred in 1864, reburied on Sugar Island.
- Procurement of a National Park Service \$75,000 NAGPRA grant.
- Reorganization of statewide tribal repatriation alliance called Michigan Anishinaabek Cultural Preservation Repatriation Alliance (MACPRA).
- Placement of full Ojibwe language Development staff.
- Moved offices to 206 Greenough.
- Traditional support for tribal drug court.

## SERVICES AND PROGRAMS

- Cultural repatriation
- Ojibwe language
- Cultural training
- Cultural outreach

## 2003 GOALS

- Continued repatriation of ancestral remains and cultural and sacred objects.
- Database of traditional cultural properties, including USGS mapping system.
- Fulfill NAGPRA grant goals and objectives.
- Fulfill ANA language grant goal and objectives.
- Support of Cultural Committee.
- Establishment of continuous community healing process.
- Support of membership and organization staff.

## TRIBAL CULTURE — OUR PAST, OUR FUTURE

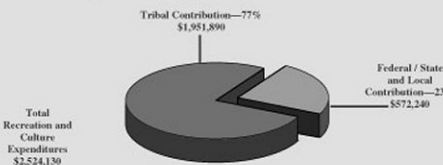
The Cultural Division has a new home in the historic 206 Greenough Office which was the first tribal office building. Sault Tribe construction nicely renovated the building and the Cultural Department moved into the building in January 2003. The first floor is occupied but the Ojibwe Language Preservation staff, our office manager, one meeting room and the beginnings of a cultural resource library. On the second level is the repatriation office and the director's office, the repatriation assistant's office and some room for expanding programs.

The Cultural Division has responded to numerous cultural inquiries throughout the year and is available to the members to assist in any way possible to promote and preserve our culture. This past year a new Cultural Committee was established to guide the Cultural Division in its planning. The new committee is in place after many meetings and reviews from tribal members. The major components of what was requested by the Board of Directors four years ago, concerning culture, are now in place.

**Cultural Repatriation** office is concerned with understanding and accepting our responsibility and obligation that was left to us by our "ancestors" to protect and preserve our traditions and cultural heritage. It is responsible for facilitating the repatriation of "ancestral" remains removed from their original burial sites. Under federal law any museum or government agency in possession of these items must return them to the affiliated tribe. Also education of private landowners so that they have knowledge to make informed decisions concerning the discovery of burial sites, funerary objects and artifacts on their private land has been a priority.

**Ojibwe Language** office is dedicated to the development and management of a

## Sources of Recreation and Culture Operating Expenditures



**Federal, State and Local Contribution:** Grants that the Tribe competes for and is awarded from federal, state, and local agencies to provide membership programs and services.

**Tribal Contribution:** Tribal subsidy dollars that are invested by the Tribe in membership programs and services.

long-term, sustainable Ojibwe language program to re-establish the Ojibwe language in our tribal communities. Currently funded by a grant from the Department of Health and Human Services-Administration for Native Americans, the Ojibwe Language Office has designed an innovative native language (pilott) program titled "Anishinaabemda Endaaying-Let's all speak our language at home" which will be implemented May, 2003.

The Ojibwe Language office coordinates all sources of funding to support programs and establish resources and activities.

With the establishment of the Anishinaabemda Endaaying Program the Ojibwe Language office plans to expand services to the outlying areas and continue to seek opportunities that will provide a variety of language activities for the tribal members.

**Cultural Training** develops and implements a cultural curriculum to boost the awareness of Sault Tribe historical and cultural contributions to tribal and surrounding communities. Also, the office informs all employees of the needs and culture of the Tribe (currently being established).

**Cultural Outreach** supports tribal cultural activities in the seven-county service area, with input from tribal members on issues of cultural importance. This office also coordinates resources for the growth of cultural knowledge of the membership (currently being established).

The cultural program features a committee of Anishinaabe pipe carriers, healers and spiritual leaders who practice and pass on our culture, traditions and what it means to be native in modern America.

## CULTURAL ACTIVITIES

The Cultural Division works with every tribal program to some extent. Their input helps with ceremonies and traditional teachings with Housing, Health, Education, Judicial, Social Services and with the tribal community. **Personnel Policies** provide our pipe carriers and spiritual leaders time from their jobs, with pay, to organize community and family services and time for our Indian healers to gather medicinal plants and herbs. Our personnel policies also give working members time to attend language and cultural classes under the cultural leave section in the policy.

**The Tribe's Pow Wow grounds** in Sault Ste. Marie represent the heart of our spiritual community. The 10-acre wooded area behind Chi Mukwa has shaded grandstands, shaded areas for elders, a campground, and plenty of room for Indian traders. Since 1975 the Tribe has held its annual Pow Wow the first week of July. Each year, the event attracts about 4,000 people, making it one of the state's largest Pow Wows. The Tribe also supports the growing number of Pow Wows being held on Sugar Island, St. Ignace, and Hessel.

**Niganagizhibik Ceremonial Building** is used for Elder meetings, weddings, naming ceremonies and talking circles. The Ceremonial Building is our cultural center during Pow Wows, sweat lodges and ceremonial events. Once known as the Mission Property, the land on which the building sits was lost to the Tribe about 140 years ago. It was returned in 1998 under an agreement with the City of Sault Ste. Marie, the State of Michigan and Tribal leaders.

• The Cultural Department can be reached at (906) 632-7494.



# RECREATION

*The Recreation Division is dedicated to promoting wellness, athletic excellence, high principles and values, and to create bonds of mutual respect between individuals and the communities throughout the Tribe's seven-county service area.*

—Susan McCoy, Recreation Director



## Something for everyone...

The Recreation Division offers a wide variety of services that can be used by many tribal families and team members. Above, front row, Rita DeVoy and Paige Bosley, back row, Nicholas DePinto and Trevor Maleport, blow bubbles during the Bear Necessity Youth Program. Left, 3-year-old Ashley Robinson came to the Halloween party as a bumble bee without a sting and right, Little Red Riding Hood and the Big Bad Wolf are brother and sister Travis, 12, and Kaleigh, 8, White.

Photos by Alan Kamuda



## 2002 Achievements

- Tribal members gained access to the PEIF Recreation Area, Superior Dome and the Berry Events Center in Marquette through a 2% agreement between Sault Tribe and Northern Michigan University. Members also gained access to the Wellness Center at Helen Joy Newberry Hospital in Newberry.
- Chi Mukwa's Fitness Center weight room second expansion was completed adding new equipment and about 500 square feet.
- Chi Mukwa worked with the Health Center and War Memorial Hospital to set up facilities for a new 544-square-foot Rehabilitation Center located behind the Fitness Center weight room.
- The Bear Necessity Youth Program successfully passed its first State of Michigan Licensing renewal. The Summer Recreation Program was well attended with 194 participants, 71% Sault Tribe members.
- Billy Mills returned to speak at the 12th annual Billy Mills Race, which was featured on the Michigan Runner TV web site. The winner of the 10k run was Sault Tribe member, Aaron Litzner.

## SERVICES AND PROGRAMS

- Public Skating and Learn to Skate
- Youth Hockey Clinics and Camp
- Basketball and Volleyball Leagues
- After School and Summer Youth Programs
- Senior Citizen Socials
- Billy Mills Fun Run
- Fitness Classes
- Holiday Parties
- Walking and Running Clubs
- Nature Trails

## RECREATION OFFERS SOMETHING FOR EVERYONE

The Recreation Division provides recreational opportunities for tribal members in the seven-county service area and for community members in Sault Ste. Marie.

The Sault Tribe owns and operates Chi Mukwa Community Recreation Center in Sault Ste. Marie. This 150,000-square-foot facility features two ice surfaces, a 4,500-square-foot fitness center, basketball and volleyball courts, a dance room, a state-licensed child care center, which provides after school and summer youth recreation programs for the community and the Tribe, conference rooms, concessions, and a pro shop. The center is also home to several tribal departments, including a Junior A hockey team, Video Production and Youth Education and Activities.

The Chi Mukwa Events Management Department develops and coordinates facility events and activities for tribal and community families, youth and Elders.

The Tribe's Board of Directors approved free Chi Mukwa Fitness Club Membership for all Sault Tribe members. The expanded Chi Mukwa Fitness Center includes state-of-the-art fitness equipment, a weight

room, locker rooms, spas and saunas, indoor walking track, personal training, fitness classes and clubs. In 2002, 26 percent of Fitness Club visits were by Sault Tribe members and 16 percent were by team members.

Chi Mukwa Concessions Department provides over-the-counter vending and vending machines, food services for games and events, catering for various functions, and food service delivery for the youth recreation programs.

The Pro Shop offers hockey and figure skating equipment and accessories, skate repair and sharpening and skate rentals to support facility activities.

## 2 PERCENT AGREEMENTS

To supplement tribal facilities and programming, the Sault Tribe has negotiated recreation agreements in the following areas at no charge to tribal members:

- Marquette with NMU
- Escanaba with the YMCA
- Sault Ste. Marie with LSSU
- Manistique with Little Bear West
- St. Ignace with Little Bear East

Marquette and Escanaba offers full fitness centers and swimming pools. In Sault Ste. Marie, members may utilize basketball courts, weight rooms, swimming pools, youth and Elder swimming classes, hockey, basketball and volleyball camps. In Manistique and St. Ignace, members may use the skating rinks.

## SIGNIFICANT STATISTICS

- More than 4,000 attended the children's Christmas party.
- More than 650 attended the New Year's Eve sobriety Pow Wow.
- More than 2,000 attended the Halloween party.
- Chi Mukwa facility total patron visits - 859,778.

## TREND DATA

- 2.4 percent increase since 2001 in Chi Mukwa facility patrons.
- 33 percent increase since 2001 in attendance at children's Halloween party.
- 14 percent increase since 2001 in attendance at children's Christmas party.

## 2003 Goals

- Integrate Chi Mukwa Fitness Department activities into Tribal Wellness Program.

## Development Projects

- Implement a new Tribal Point of Sale system at Chi Mukwa.
- Construct a referee room in the men's Fitness Center locker room.

## Recreation Phone Numbers

Events Management

906-635-4758

Fitness Department

906-635-7465

Pro Shop/Concessions

906-635-7465

Tribal Recreation

906-635-8644

Youth Program

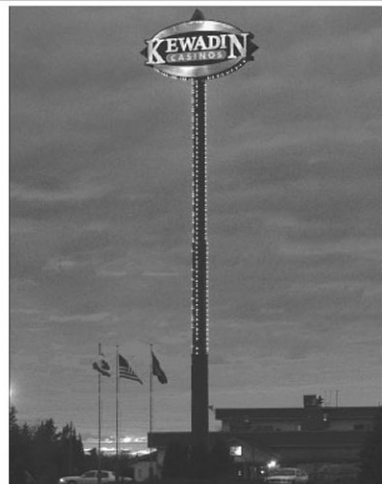
906-635-4777

# KEWADIN CASINOS



Above, the newest of the Tribe's Upper Peninsula casinos, the Christmas Casino, which is a model for the redesign of the four other U.P. casinos. Right, the Tribe's busiest U.P. casino, St. Ignace.

Photos by Alan Kamuda



## GAMING—OUR MOST IMPORTANT REVENUE SOURCE

### GAMING OPERATIONS OUR ECONOMIC ENGINE

When Kewadin Casinos opened in November 1985, our gaming facility was a one-room blackjack house employing fewer than 80. After 18 years of expanding, building, diversifying, research, and market leadership, the Sault Tribe has opened five additional Kewadin gaming facilities in various locations throughout Michigan—including Greektown Casino in Detroit, the only native owned casino on non-tribal land.

Under the leadership of Chairman Bernard Bouschor, Kewadin Casinos has become a household name in the gaming industry. He has directed the casinos in such an efficient manner that the Tribe has been able to watch our gaming revenue grow significantly allowing for mass expansion of membership services and facilities.

Kewadin Casinos revenues accounted for 82% of the Tribe's revenue in 2002. This money helped to support the Tribe in many ways including funding for member services such as health care, elderly care, recreational services, and educational opportunities. Monies also help to maintain and expand these services as well as employ hundreds to ensure the effectiveness of the program.

### KEWADIN CASINOS

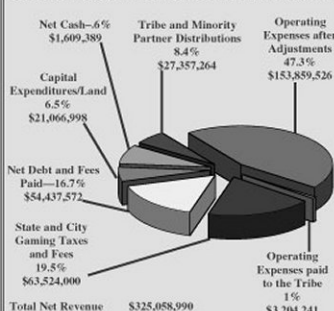
#### OUR MOST IMPORTANT INDUSTRY

With the increase of competition in the gaming market in Michigan, Kewadin management is continually researching ways to improve the facilities and make them the best they can be. Researching market trends and anticipating changes are what separates strong market leaders, like Kewadin, from market followers.

In order to maintain its market share, management has announced plans to improve the casinos and increase guest traffic with a sweeping capital renovation plan. The plans for all five of the northern Michigan Kewadin Casino properties will include renovations and is aimed at providing guests with updated gaming facilities and attractions.

The Casino Development Plan will create a "Northern Exposure" theme featuring brick, rock and wood at all five properties.

### Use of Cash for Greektown Casino



Operating Expenses after Adjustments - All operating expenses such as direct costs, general and administrative cost.

Operating Expenses paid to the Tribe - Greektown's payments to the Tribe for vendor services such as MIS, insurance and management services.

Net Debt and Fees Paid - Repayment of debt principal, interest and fees.

State & City Gaming Taxes and Fees - Gaming and Regulatory taxes paid by Greektown Casino to the State of Michigan and City of Detroit, per Michigan Gaming Control Act.

Tribal Taxes - Provides tribal support for programs and services by taxing Northern Casino Operations.

Capital Expenditures / Land - Long-term costs to upkeep properties to remain competitive and land options and purchases.

Local Taxes - 2% of net slot revenue; taxes paid by Northern Casino Operations to units of government in the U. P., per State Compact.

Tribe and Minority Partner Distributions - Tax distributions paid to Greektown owners.

### Use of Cash for Kewadin Casinos



Operating Expenses after Adjustments - All operating expenses such as direct costs, general and administrative cost.

Operating Expenses paid to the Tribe - Kewadin's payments to the Tribe for vendor services such as MIS, insurance and management services.

Net Debt and Fees Paid - Repayment of debt principal, interest and fees.

State & City Gaming Taxes and Fees - Gaming and Regulatory taxes paid by Kewadin Casinos to the State of Michigan and City of Detroit, per Michigan Gaming Control Act.

Tribal Taxes - Provides tribal support for programs and services by taxing Northern Casino Operations.

Capital Expenditures / Land - Long-term costs to upkeep properties to remain competitive and land options and purchases.

Local Taxes - 2% of net slot revenue; taxes paid by Northern Casino Operations to units of government in the U. P., per State Compact.

Tribe and Minority Partner Distributions - Tax distributions paid to Kewadin owners.

The plan includes renovating existing properties and, in certain instances, developing entirely new facilities.

Currently under renovation is northern Michigan's flagship casino-hotel-convention center in Sault Ste. Marie. Possible additions include a steak house and arcade area to enhance the existing amenities.

Next will be new casino construction in St. Ignace, the gateway to the Upper Peninsula. Preliminary plans include developing new gaming space, a new 200-250 seat restaurant/buffet, a deli, two bars, a 100-room hotel with pool and spa and room for future expansions.

Future plans include the relocating and rebuilding of Hessel casino, adding an attached restaurant/buffet and possible hotel. Then Kewadin Casino Manistique will undergo significant renovations with the "Northern Exposure" re-theming and

the Tribe is considering adding hotel rooms to the Christmas casino.

Kewadin believes in giving its customers the best service and entertainment experience they can find in the Midwest. Guests deserve the best. This revamping of Kewadin's facilities will give that to them plus more!

### COMMUNITY LEADERS

Kewadin Casinos are a large part of all of the communities they are located in. The casinos strive to be community leaders and are proud to participate in various community functions and support the area.

In 2002, the casino made \$27,292 worth of donations to various community functions in the form of gift certificates and prize donations. They also contributed \$55,350 to sponsor local sporting teams and events.

In addition, Upper Peninsula law enforcement agencies, health programs, road projects and tourism efforts in the seven county service area shared more than \$1.9 million this year from the Tribe's 2-percent payments to local governments. These distributions help communities across the U.P. increase and improve basic services for citizens. The funds are earmarked for school computers, street repairs, police and fire equipment and vehicle upgrades, recreation and community centers, snowmobile trail grooming, and much more. Since the payments began, the Tribe has awarded about \$16.8 million.

# GREEKTOWN CASINO: DETROIT'S BEST



Greektown Casino shows off its awards for Detroit's best casino two years running. Located in Detroit's theater and entertainment district it has three times been honored by readers of the Free Press and twice by readers of The Detroit News. The Tribe's casino houses over 75,000 square feet of gaming excitement. Greektown opened after 13 years of effort led by Tribal Chairman Bernard Bouschor, who refused to give up his plan to establish a casino in the state's most lucrative market. Today, with a faltering national economy and increasing competition from casinos in Canada, Wisconsin and Indiana, Greektown provides the competitive edge the Sault Tribe needs to remain a viable economic force. Greektown provides jobs and revenues to the Tribe in a time when many businesses are failing.

Photo by John Hatch

DETROIT - For the second consecutive year, readers of *The Detroit News* have voted Greektown Casino Michigan's "Best Casino."

The *News* announced the results of its 2003 "Michigan's Best" readers' poll. Greektown Casino also placed first in other categories, including "Best Slots," "Best Wait Staff Outfits," "Best Craps Tables," "Best Casino Entertainment," "Best Blackjack Tables," "Best High Rollers Area," "Best Casino Crowd," "Best Casino Decor," "Best Casino Restaurant," "Best Casino with

Quickest Valet."

"Thousands of *The Detroit News* readers have recognized Greektown Casino as their favorite gaming destination for the past two years, and we are deeply grateful for their support," said Greektown Casino Chief Executive Officer Bernard Bouschor. "You can't have the best casino without the best staff like we are so fortunate to have at Greektown. These awards are tributes to our Team Members' hard work and dedication and outstanding guest service, and a testament to their award-winning personali-

ties."

Last year, *Detroit Free Press* readers named Greektown Casino Detroit's "Best" Casino. Greektown Casino features 2,500 slot machines and 85 table games in 75,000 square feet of luxurious Mediterranean-themed gaming space.

Greektown Casino continues to set the gaming standard in Michigan and remains the industry's leader in implementing technology to improve guest service.



The Sault Tribe's permanent Greektown Casino, shown above in an artist rendering, will be built in a spectacular location about three blocks north of the interim casino. The \$300-million permanent resort will be directly across from Ford Field, home of the Detroit Lions football team, and about one block from Comerica Park, where the Detroit Tigers play. The permanent Greektown Casino will feature 100,000 square feet of gaming space, a 400-room hotel, a 4,000-space attached parking garage, themed restaurants, 50,000 square feet of convention space, a fitness center, and a pool and spa area. The permanent casino will employ about 3,300 Team Members.

## TELEPHONE NUMBERS

### Greektown Casino

1-888-771-4386

1-313-223-2999

Website:

[www.greektowncasino.com](http://www.greektowncasino.com)

### Kewadin Casinos

1-800-KEWADIN

Sault Ste. Marie

906-632-0530

St. Ignace

906-643-7071

Manistique

906-341-5510

Christmas

906-387-5475

Hessel

906-484-2903

Website:

[www.kewadin.com](http://www.kewadin.com)

# TRIBAL BUSINESSES

*Non-gaming businesses remain a strong force in the Tribe's business-based economy. Though their profits are less than gaming they contribute jobs and services to members living on or near our reservations; provide lodging for some of our casino guests and add diversity to our economy.*

—Chairman Bernard Bouschor



The swimming pool of the Tribe's Kewadin Casino Lakefront Inn motel in St. Ignace.

Photo by Alan Kamuda

## ECONOMIC DEVELOPMENT COMMISSION

- KEWADIN CASINO INNS SAULT STE. MARIE MANISTIQUE ORILLIA, CANADA
- KEWADIN CASINO LAKEFRONT INN, ST. IGNACE
- COURTYARD BY MARRIOTT, GRAND RAPIDS
- MIDJIM, SAULT STE. MARIE
- MIDJIM, ST. IGNACE
- NORTHERN HOSPITALITY, SAULT
- CHIPPEWA SERVICE AND SUPPLY, SAULT STE. MARIE
- SAWYER VILLAGE, MARQUETTE
- DEMAWATING RENTAL AND SALES, KINCHLOE
- EAGLE RIDGE APARTMENTS, MARQUETTE

## TRIBE'S BUSINESSES STRENGTHEN OUR ECONOMY

Non-gaming enterprises fall under the Tribe's Economic Development Commission (EDC), which oversees their operations. EDC members include the Tribe's Board of Directors and six business leaders from the Sault area.

The Tribe's non-gaming enterprises are primarily in the hotel, retail, service, and real estate industries.

The non-gaming businesses provide many benefits to tribal members, including job opportunities, tax revenues that fund member programs, and products and services that support the Tribe's gaming operations. Tribal members are employed in non-gaming businesses as retail sales agents, certified professional cleaners, hotel managers and more. Not all of our non-gaming businesses succeed. We have closed businesses that failed to produce profits, which reflects sound fiscal management of tribal resources.

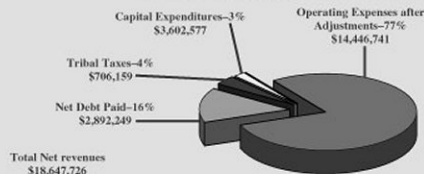
### EMPLOYMENT

At the end of 2002, the Tribe's non-gaming businesses employed 110 workers, including 51 tribal members, 12 people who live in households with Sault Tribe members, 4 Indians from other tribes, and 43 non-Native Americans. Employees earn competitive wages. They also receive a generous benefits package based on their classification that includes health care, 401K, and vacation and sick time. At times these benefits are not standard for the particular industry, but are provided to help our businesses attract talented workers.

### TRIBAL TAXES

Like Kewadin Casinos, the non-gaming enterprises pay tribal taxes to help fund the Tribe's membership programs and services. In 2002, the non-gaming enterprises paid \$843,847 in tribal taxes.

## Use of Funds Non-Gaming Businesses



**Operating Expenses after Adjustments** - All operating expenses such as direct costs, general and administration.

**Net Debt Paid** - Repayment of debt principal, interest and fees.

**Tribal Taxes** - Provides tribal support for programs and services by taxing Non-Gaming Operations.

**Capital Expenditures** - Long-term costs to upkeep properties to remain competitive.

### HOTEL ENTERPRISES

In addition to providing jobs and tax revenues, the Tribe's hotels attract customers to our gaming properties.

Most of our hotels are marketed under the Kewadin Casino Inn brand to help boost recognition of our gaming properties. Kewadin Casino Inns are located in Sault Ste. Marie, Manistique and Mackinaw City (currently closed). The Tribe also owns the Kewadin Casino Lakefront Inn in St. Ignace, the Courtyard by Marriott Hotel in Grand Rapids (majority owned by the Tribe), and Kewadin Inn in Orillia, Ontario (Canada).

Currently, the Tribe's largest hotel property with more than 300 rooms is at our flagship casino resort — Kewadin Casino Hotel & Convention Center — in Sault Ste.

Marie. The Tribe plans to develop a 400-room hotel as part of our permanent Greentown Casino resort, which will be built in the near future.

Our hotels bring gaming customers to the U.P. by cross-marketing with Kewadin Casino's Northern Rewards players club program. Kewadin Casino Inns also offer casino packages to guests.

Our hotels pay a room tax of 3 percent, in addition to other tribal taxes, that help fund programs and services for Elders. The Kewadin Casino Inn in Manistique is temporarily housing the Manistique Health Center until the new medical center is built.

### RETAIL AND SERVICE ENTERPRISES

The Tribe's two Midjim Gas and Convenience Stores are located on reservation lands in Sault Ste. Marie and St. Ignace.

The stores share the Tribe's tax-exempt status on gasoline and cigarettes and offer price discounts on these items to tribal members. Tribal members currently get a 24-cent discount per gallon of gas. In 2001, tribal members received \$767,168 in discounts. From September 2000, when the tribal member discount program began, to May 2002, Midjim Convenience Stores have passed along \$1,226,538 in total savings to tribal members.

The Midjims share the Tribe's tax-exempt status on cigarettes by contributing to the Tribe's health program for smoking cessation. The Midjims pay taxes to support programs and services for tribal Elders. The stores also provide convenient access to food, gasoline and other basic items for tribal members who live on or near the reservations.

### ECONOMIC DEVELOPMENT COMMISSION

established in 1991, oversees the Tribe's businesses and acts as a clearing house for new business ventures. The 19-member commission and six-person staff provide direction and support to tribal enterprises to maximize profits and employment opportunities for tribal members.

The commission was established to grow and diversify the Tribe's business-based economy through prudent financial investments, acquisitions, and partnerships. The commission is overseen by the Tribe's Board of Directors.

# Business revenues support tribal services

Gaming remains our largest and most stable source of income, yet there are non-gaming businesses that the Tribe will continue to consider either to bring jobs closer to our reservations or to provide more services to our members.

**Northern Hospitality** sells retail and wholesale furniture, fixtures, and equipment. The business benefits the Tribe by providing furniture, fixtures and equipment to Greentown Casino, Kewadin Casinos, tribal hotels and other entities.

• Providing the Tribe with expertise on purchasing special industry items for its casinos and hotels.

• Enhancing the Tribe's purchasing power by providing services to Greentown Casino that result in lower prices for the Tribe and the casino.

• Allowing team members to payroll deduct their purchases. This increases revenues for Northern Hospitality and provides team members with a unique method of paying for furniture and fixtures.

**Chippewa Service and Supply** provides janitorial services and supplies to commercial and residential customers across the Upper Peninsula. This business also allows team members to payroll deduct their purchases. This increases revenue for Chippewa Service and Supply and provides team members with a unique method of paying for their janitorial services.

**REAL ESTATE ENTERPRISES**

**DeMawing Development** leases and sells properties, including single-family and two-family homes, to tribal members



Kewadin Hotel and Convention Center, Sault Ste. Marie, Michigan

and others living in the Kincheloe area.

DeMawing helps tribal members find high quality, affordable housing. For example, DeMawing offers trust land unit sales to tribal members. The property is conveyed to members using a long-term residential land lease. Some homes are reserved for income-eligible members.

The Tribe also sells "as is" trust land properties on a Trust-Unit Sales Contract, which is modeled after a land contract. With a minimum of 10 percent down, the Tribe will finance the remaining balance over five years. Tribal members can purchase and upgrade the properties to live in, re-sell, or lease.

**Sawyer Village** leases residential homes to tribal members and

others living in the Marquette area.

**Eagle Ridge Apartments** in Marquette offers 16, two-bedroom apartments.

## ECONOMIC DOWNTURN AND IMPACT ON GAMING

Like our casinos, the Tribe's Kewadin Casino Inns and Midjims in Sault Ste. Marie and St. Ignace are facing more competition. New budget and mid-level franchise properties have entered the marketplace, which puts our older hotel properties at a disadvantage.

Reduced travel as a result of September 11 has also affected our non-gaming businesses. Midjim Sault encountered new competition in 2001 when two service stations opened in an already crowded market.

## DIVESTING UNPROFITABLE BUSINESSES

Like all major corporations with multiple business holdings, the Tribe conducts regular, ongoing assessments of its enterprises.

As a result of this process, the EDC hired an outside management company in 2001 to operate Kewadin Village Gas and Convenience Store because this business had been unprofitable for several years. The property was sold in April 2003.

## Tribal Business Directory

Manistique Kewadin Casino Inn (906) 341-6911  
Orilla Kewadin Casino Inn (705) 325-9511  
Kewadin Hotel and Convention Center (906) 635-1400  
Kewadin Casino Lakefront Inn (906) 643-8411  
DeMawing Development (906) 495-2800  
Eagle Ridge Apartments (906) 346-3919

K.I. Sawyer (906) 346-3919  
Chi Mukwa Arena (906) 635-7465  
Northern Hospitality (906) 635-4800  
Chippewa Service and Supply (906) 632-6077  
Courtney Marriott (616) 954-0500  
Midjim Convenience Stores Sault Ste. Marie (906) 635-4782  
St. Ignace (906) 643-9906

## The official Website of the Sault Ste. Marie Tribe of Chippewa Indians — [www.saulttribe-nsn.gov](http://www.saulttribe-nsn.gov)

The Tribe's Website was developed to provide members with an additional source of information on programs, services, events and news. The site has grown over the years and has kept pace with the new technology in this fast paced medium. While we try to keep it visually stimulating, the ultimate mission of the site is to provide information in a comprehensive and timely fashion. In the near future there will be many improvements to the Website as we update our online technology. We will also be looking at ways to increase our communication efforts by utilizing streaming media to provide online access to recorded meetings and events.

The Tribe's Website address has been changed to: [www.saulttribe-nsn.gov](http://www.saulttribe-nsn.gov). The .gov domains have previously only been available to official federal and state governmental entities. Recently, the Department of the Interior announced that the sovereignty of tribes was to be further recognized by allowing them to use the .gov domains for their official Internet home. This will keep the bogus sites from being confused with the legitimate Websites.

### Did you know that...

• As another avenue of communicating information with our members, we are now incorporating Board Workshop and Meeting briefs into the Sault Tribe's Official Website. This will allow you, the members, quick access to Tribal Board actions, related to Tribal business, activities and events, soon after each meeting.

• If you are a student, you can apply for the Tribe's Higher Education Programs through our online application.

<http://ts7.foresite.com/saulttribe/education/index.html>

• Update your mailing address.

<http://ts7.foresite.com/saulttribe/form826525662/index.html>

• Ask Chairman Bouschor a question. <http://ts7.foresite.com/saulttribe/form826525662/index.html>

<http://ts7.foresite.com/saulttribe/form826525662/index.html>

• Read past questions the Chairman has received from other members. <http://www.saulttribe-nsn.gov/q&a.htm>

• The Facts - Are you tired of the endless stream of gossip/rumors? Recognizing that gossip is wide spread within the community, we have decided to develop a web page to publish the facts and shed some light on the issues. Occasionally we will also add other relevant items such as scams, scares, and additional ways people try to manipulate others through their words or actions.

<http://www.saulttribe-nsn.gov/facts/>

The bottom line is - don't be gullible. Ask questions. Do not take the word of someone who may have their own agenda - consider the source!

• Add your name to the mailing list for the latest information.

<http://ts7.foresite.com/saulttribe/form826525662/index.html>

• You can view the board meetings or events calendars.

[http://www.saulttribe-nsn.gov/calendar\\_page.html](http://www.saulttribe-nsn.gov/calendar_page.html)

• The Sault Tribe employment application is online! In keeping with our mission to bring services to the membership utilizing Internet technology, we have created an online employment application for all to use. This application can be accessed through our Human Resources page at: <http://www.saulttribe-nsn.gov/human/hr/>

To use the form simply browse the lists of available positions on the HR website, note the position title, then proceed to the online application and complete it. The application data will be sent directly to HR Employment staff. This application can be used for Governmental, Casino and Sault Tribe Enterprises.

• The Tribal Code can be accessed through the quick reference links on the main page of [www.saulttribe-nsn.gov](http://www.saulttribe-nsn.gov) or directly at: <http://www.saulttribe-nsn.gov/covercode.htm>

• The Sault Tribe News is regularly updated with the most recent edition on the Website.

<http://www.saulttribe-nsn.gov/page1.htm>

• The Sault Tribe This Week radio broadcast page is updated each Tuesday with the latest show. (requires Real Player) This page can be accessed at: <http://www.saulttribe-nsn.gov/radio.htm>

• We would like to build our database of email addresses for Tribal members. We will not release the addresses to outside parties and it will be used for Tribal purposes only. E-mail is the most efficient and timely method for us to communicate directly with you. We urge you to take the time from your busy schedule to join the mailing list, if you have not already, by filling out the form located at: <http://ts7.foresite.com/saulttribe/form826525662/index.html>

• The 2002 audits will soon be available for viewing on the member's only page. You can request a user name and password for members only at: <http://ts7.foresite.com/saulttribe/form826525662/index.html>

• The Sault Tribe Membership Services directory is online and ready to be accessed. The directory gives you summary information about the many services available to members and can be utilized as an overall web directory for [www.saulttribe-nsn.gov](http://www.saulttribe-nsn.gov). This unique directory replaces our old menu system for members services. <http://www.saulttribe-nsn.gov/directory/page1.htm>

• A new MACPRA (Michigan Anishinaabek Cultural Preservation and Repatriation Alliance) <http://www.saulttribe-nsn.gov/macpra/repatriation> website is now online.

<http://www.saulttribe-nsn.gov/culture/teachings.htm>

# FINANCIAL OVERVIEW

## HEALTH OF OUR ECONOMY

The following are excerpts from the 2002 Sault Ste. Marie Tribe of Chippewa Indians Annual Audited Financial Statements.

**Net assets.** The Tribe's combined net assets increased by 2% between fiscal years 2002 and 2001 to \$79 million. (See Table A-1.)

Net assets of the Tribe's governmental activities decreased 38 percent to \$26 million. \$40 million of assets are invested in capital assets (buildings, equipment, and so on). The Tribe's business type activities net assets increased to \$53 million.

**Changes in net assets.** The Tribe's total revenues (excluding special items) increased by 8 percent to \$509 million. (See Table A-2.) The Tribe's revenue comes from gaming and federal sources, primarily.

The total cost of all primary activities increased by \$3 million due to inflation.

The Tribe was able to cover the current year's costs for programs and services of governmental operations. Table A-2 and the narrative that follows consider the operations of governmental-type activities and business type activities separately.

**Governmental and business-type activities.**

• Revenues for the Tribe's governmental activities decreased 12%, while total expenses decreased 4%.

• Revenues for the Tribes business-type activity increased 11% and expenses increased 1%.

Total revenues have increased 8%, most of which, is attributable to the increase in gaming revenues as discussed in the financial highlights. Total expenses have increased by 1% due to the increase in insurance costs and the wages.

Table A-2 presents the cost of each of the Tribe's six largest programs—health & welfare, public safety, recreation & culture, education, judicial and general government—as well as each program's net cost (total cost less fees generated by the activities and intergovernmental aid).

• The cost of all governmental activities this year was \$55 million.

• The cost of those services was paid from the following:

- Taxes of \$17,706,159

- Charges for services of \$4,737,300

- Operating grants of \$26,540,771

Business-type activities.

Revenues of the Tribe's business type activities increased by 11% to \$453 million, and expenses increased 1% to \$402 million.

Refer to Table A-2 Factors contributing to these results included:

• Increase in gaming revenues.

• Increase in wages.

As the Tribe completed the year, its governmental funds reported a combined net asset balance of \$25,937,772, a 38%

Table A-1 Tribe's Net Assets			
	Governmental Activities		Business-Type Activities
	2002	2001	2002
Current and other assets	\$16,439,879	\$26,099,435	\$360,428,952
Capital asset	51,798,898	50,596,712	192,959,587
<b>Total assets</b>	<b>68,238,777</b>	<b>76,696,147</b>	<b>553,388,539</b>
Current liabilities	25,880,435	7,067,786	101,410,814
Long-term debt outstanding	16,420,570	28,065,203	398,883,067
<b>Total liabilities</b>	<b>42,301,005</b>	<b>35,132,989</b>	<b>500,293,881</b>
Net assets			
Invested in capital asset, net of related debt	40,317,618	38,238,173	-4,028,593
Restricted	-	11,288,603	-
Unrestricted (deficit)	-14,379,846	-7,963,618	57,123,251
<b>Total net assets</b>	<b>\$25,937,772</b>	<b>\$41,563,158</b>	<b>\$53,094,658</b>

Table A-2 Change in Tribe's Net Assets			
	Governmental Activities		Business-Type Activities
	2002	2001	2002
<b>Revenues</b>			
Program revenues			
Charges for services	\$4,737,300	\$9,451,123	\$457,811,739
Federal Grants	-	34,269,049	-
State Grants & Entitlements	26,540,771	-	-
General revenues:			
Taxes	17,706,159	17,843,847	-
Investment earnings (loss)	877,165	2,190,025	456,413
Other	5,996,831	-271,599	-4,787,367
<b>Total Revenues</b>	<b>\$55,858,226</b>	<b>63,482,445</b>	<b>\$453,480,785</b>
<b>Expenses</b>			
Operating	-	-	402,471,591
Judicial	909,268	643,072	-
Education	3,574,603	3,286,523	-
Health & Welfare	28,846,205	25,529,176	-
Recreation & Culture	3,185,700	3,735,095	-
Public Safety	2,572,880	2,535,500	-
General Government	16,020,163	21,611,022	-
Public Works	39,706	-	-
<b>Total Expenses</b>	<b>\$55,148,525</b>	<b>\$57,340,388</b>	<b>\$402,471,591</b>
Excess (deficiency)	709,701	6,142,057	51,009,194
Transfers	-4,040,620	12,104,092	1,340,075
Taxes	-	-	-19,634,783
Increase (decrease) in net assets	<b>-\$3,330,919</b>	<b>18,246,149</b>	<b>\$32,714,486</b>

decrease in combined net assets. The primary reason for the decrease in fund balance is highlighted in the analysis of governmental activities. In addition, these other changes in fund balance should be noted:

• Tribe spent \$4.2 million on construction.

• Debt service expenditures were \$18 million.

• \$4 million was transferred to other activities.

General fund budgetary highlights. Over the course of the year, the Tribe's Board made several changes to the Tribe's budget. The budget amendments fall into three categories:

• Amendments and supplemental appropriations approved shortly after the beginning of the

year to reflect the actual beginning account balances (correcting the estimated amounts in the budget adopted in January 2003).

• Changes made in the third quarter to account for the midway hiring and overtime freeze, some of the Tribe's staff restructuring efforts.

• Increase in appropriations to prevent budget overruns and grant increases.

Even with these adjustments, actual expenditures were \$7.5 million over the final budgeted general fund amounts. The most significant positive variance (\$7.8 million) resulted from a 47% reduction of the general administrative expenses to staff restructuring.

• Tax collections were less

than expected.

• Reductions in federal funding also affected grant resources available for appropriation.

**Capital assets.** At the end of 2002, the Tribe had invested \$30 million in a broad range of capital assets, including land, machinery and equipment, buildings, roads, and vehicles.

The principal change in capital assets consists mainly of casino expansion.

**Capital outlay.** This year's major capital asset additions included (dollars in millions):

• Gaming equipment and facilities for \$10 million.

• Land purchases of \$18 million.

The Tribe's fiscal year 2003 capital budget projects spending

another \$40 million for capital projects, principally for Casino construction. The Tribe has plans to issue additional debt to finance this project.

**Long-term debt.** At year-end the Tribe had \$415 million in bonds, notes, and leases outstanding - a decrease of 4% over the last year. greetown issued \$35 million in debt for operations. The Tribe also refinanced \$14 million of governmental debt.

**Economic factors and next year's budgets and rates.**

• Gambling has increased domestically as a result of the circumstances surrounding September 11, 2001 and border traffic.

—continued on page 23



# Financial Overview

—continued from page 22

• The value of the Canadian dollar continues to remain at a relatively low level.

• Greentown Casinos has not yet begun construction on its permanent site.

• The increase in casinos in the State of Michigan and the Province of Ontario will continue to affect Kewadin Casino's Gaming Authority future gaming revenues.

These indicators were taken into account when adopting the general fund budget for 2003. Amounts available for appropriation in the General fund budget are \$18 million, an increase of 0 percent over the final 2002 budget. The Tribe will use these revenues to finance current and expected future programs, and the expected impact of inflation on those programs.

Budgeted expenditures are expected to rise 5 percent to \$75 million. The largest increments are for increased wages. The Tribe has added no major new programs or initiatives to the

2003 budget. If these estimates are realized, the Tribe's budgetary General fund balance is expected to increase modestly by the close of 2003. We expect that the Tribe's 2003 results will also improve based on the forthcoming grant adjustments.

As for the Tribe's business-type activities, we expect that the 2003 results will also improve based on these items:

- Gaming expansion
- Reduction in operating costs.

This financial report is designed to provide for our members, grantors, investors and creditors with a general overview of the Tribe's finances and to demonstrate the Tribe's accountability for the money it receives. If you have questions about this report or need additional financial information, contact the Sault Ste. Marie Tribe of Chippewa Indians Administration Office, 523 Ashmun, Sault Ste. Marie, MI 49783.

## Inter-tribal Fisheries and Assessment Program

The Inter-tribal Fisheries and Assessment Program oversees two distinct, but closely related, programs. The first, and most important, relates to management and regulation of Great Lakes tribal commercial and subsistence fisheries. The second, is a walleye stocking program and salmon collection/assessment activities.

The Inter-tribal Fisheries and Assessment Program (ITFAP) is administered by Sault Tribe, but has historically received funding support from the member tribes of the Chippewa/Ojibwa Resource Authority (CORA) through annual subcontracts. These subcontracts identify the services that ITFAP will provide to CORA and its member tribes. However, as a Sault Tribe program, ITFAP also provides the in-house biological services for Sault Tribe.

ITFAP has been in existence since 1980, shortly after the federal courts upheld treaty-based fishing rights in the 1836 treaty-ceded waters of Great Lakes. However, since August 2000, many of ITFAP's fishery management activities have been guided or mandated by an agreement with the five CORA tribes, the State of Michigan, and the federal government. This agreement is

known as the 2000 Consent Decree. The Consent Decree allocated the fishery resource among the governments and user group (e.g. commercial vs sport fisheries), and established many inter-governmental management and regulatory processes for Great Lakes fisheries. These changes greatly increased the responsibility and workload for the biological programs, including ITFAP.

In the fisheries management program, ITFAP's more important duties include: sampling commercial fish harvests in the treaty waters of the Great Lakes, compiling and analyzing commercial and subsistence catch and effort data for the five tribes, conducting field assessment and research projects, modeling fish populations to determine harvest limits for certain species, and representing tribal interests on numerous inter-governmental committees and organizations. In addition, ITFAP oversees environmental functions such as: monitoring and evaluating fish contaminant levels and fish consumption advisories in Great Lakes fish, evaluating activities that affect Great Lakes water quality including introduction of non-native species, and representing tribal interests in

numerous inter-governmental environmental committees and organizations.

ITFAP's second program function is the Fisheries Enhancement Program that works to develop the capability to enhance tribal fishing opportunities through the hatchery culture of various fish species (e.g. walleye), and the management of non-traditional fish species (e.g. salmon).

ITFAP operates a walleye hatchery located at the mouth of Nuns Creek near Hessel, Michigan. The hatchery facility is located on property owned by Sault Tribe, but like the fishery management program, the walleye hatchery also receives funding support from other tribes (i.e. Bay Mills and Grand Traverse Bands).

It is important to note the Consent Decree requires the Technical Fisheries Committee review all changes to fish stocking activities that occur within the treaty ceded waters of the Great Lakes. This restriction applies to the State as well as tribal stocking programs. Therefore, agencies may not arbitrarily increase the number of fish stocked, nor change to a new location unless reviewed and approved by the other agencies.

## TRIBE'S INTERNAL SERVICES

The Tribe's Internal Services provide the infrastructure for our governmental operations. They pay our employees, protect our funds, enroll our members, oversee our businesses and maintain our infrastructure.

Delivery of such an array of programs and services to our 30,214 members requires a well organized government. Within the Tribe's internal departments, paychecks are processed, tribal business operations are audited, and membership rolls are maintained. Here is a partial list of the Tribe's internal departments:

**ACCOUNTING DEPARTMENT**, organized in 1976, provides monthly financial statements to membership services and tribal enterprises; A/P checks, and internal auditing reviews; employee fringe benefit calculations; and monitoring of state and federal funds to assure compliance with regulations. In 2002, the department employed 63 people. This department also manages Northern Travel, the Tribe's internal travel department designed to get the best rates for airfare, lodging and meals, and a building fund which oversees and maintains tribal properties.

**COMMUNICATIONS DEPARTMENT**, created in 1993, houses the Tribe's newspaper—*The Sault Tribe News*—and the Tribe's Public Relations Officer. The program director provides media with accurate information concerning the Tribe's activities and goals. In 1994, the Tribe's Board of Directors voted to provide the newspaper free to tribal members and employees.

The newspaper began as a mimeographed newsletter in 1978. Now printed every three weeks, it has a circulation of 18,400 and provides readers with information on current tribal events, board actions, and news about tribal members.

To contact the Tribe's newspaper, please call (906) 632-6398. By Mail: [saulttribenews@saulttribe.net](mailto:saulttribenews@saulttribe.net). By Mail: Communications Department 531 Ashmun St. Sault Ste. Marie, MI 49783

**ENROLLMENT DEPARTMENT**, established in the early 1950s, was the Tribe's first membership service. The department was formed to document membership so the Tribe could petition the U.S. government for federal recognition. Since then, it has documented and certified the Tribe's members.

Members of the Sault Ste. Marie Tribe of Chippewa Indians must trace a lineal descendency from an ancestor on the 1910 Durant Census Roll. Acceptable documents include birth and death certificates, marriage licenses, and baptismal records. The department is in the Tribe's newly constructed Health and Human Services Center.

**TRIBAL GAMING COMMISSION**, established in 1996, has as its mission to protect the Tribe's gaming assets. The Commission licenses all tribal gaming operations, managers, vendors and key personnel working in our casinos and government. The five-member Commission conducts detailed background checks on potential employees, takes finger prints and determines whether or not an employee can work in our gaming areas. The Commission monitors tribal gaming to enforce the policies of the Indian Gaming Act of 1985.

**LEGAL DEPARTMENT** was organized in 1975 when the Tribe hired its first attorney. The department now has six attorneys—three of whom are tribal members. The department provides legal counsel to the Tribe's Board of Directors, executive staff, businesses and membership service programs.

The department provides counsel in matters such as tribal sovereignty, business acquisitions, tribal courts, tribal court, administration of membership services, interactions with the state and federal governments, and other matters that involve interpretation of litigation of tribal rights.

In recent years, the department has developed a legal intern program that employs Native law students in the summer months.

**MANAGEMENT INFORMATION SERVICE (MIS)** purchases, designs, and maintains the Tribe's computerized information network as well as the Tribe's telephone system. The department has computerized all accounting functions, enterprise sales, and membership health, education, and enrollment services. MIS has installed an electronic network to allow tribal employees to share files, programs, and e-mail.

**PURCHASING DEPARTMENT** was formed in 1994 to centralize acquisitions, gain purchasing power and reduce the cost of supplies to individual departments. The department requires competitive bids for major purchases and buys in bulk to reduce costs to assure that the Tribe is getting the best product at the best price. The department orders, warehouses, and delivers purchases to tribal programs and businesses.

**SAULT TRIBE CONSTRUCTION** opened in 1998 after the Board of Directors combined Chi Chuk Construction and another construction firm

it owned into an internal service. The merger reduced operational costs and provided year-round employment for tribal workers. The company works exclusively on tribal projects.

**BUDGET / INVESTMENT DEPARTMENTS** oversee the Tribe's annual budget and financial investments. It provides financial information to the Board of Directors on annual revenues, expenditures and investments. It provides yearly revenue estimates used to set employee salaries and program budgets. The department helps tribal managers develop internal budgets and track expenditures.

**SAULT TRIBE INSURANCE DEPARTMENT** handles all the insurance needs of the Tribe including health, property, liability, workers compensation and more. It ensures the best value coverage at the best rates for tribal departments in a time when areas such as health insurance premiums are increasing at double digit rates.

## Tribal Audits

The Tribe and its operations undergo 11 independent audits annually, as well as periodic audits of our programs and services by government agencies:

1. The Sault Ste. Marie Tribe of Chippewa Indians Audit of all tribal government and business operations is prepared by Anderson, Tackman & Company, PLC (excluding the Housing Authority).
2. The Kewadin Casinos Gaming Authority Audit is prepared by KPMG LLP (includes our Kewadin Casinos and Greentown Casino LLC operations).
3. In addition to the Kewadin Casinos Gaming Authority Audit, each of our five northern casinos are audited separately by KPMG LLP.
- a. Vegas Kewadin

- b. Kewadin Shores
- c. Kewadin Manistique
- d. Kewadin Christmas
- e. Kewadin Hessel

4. In addition to the Kewadin Casinos Gaming Authority Audit, Greentown Casino LLC is audited separately, quarterly and annually by KPMG LLP.
5. The Housing Authority Audit is prepared by Anderson, Tackman & Company, PLC.
6. The Pension Funds Audit is prepared by Anderson, Tackman & Company, PLC.

The financial information in this section is from the Sault Ste. Marie Tribe of Chippewa Indians Audit for the year ended December 31, 2002.

# CONTRIBUTIONS TO THE COMMUNITY

## Total Community Contributions for 2002

### \$3,621,185

Tribal Board and Administration Contributions	
	\$3,570,037
\$1,932,658	2% Funds
\$626,560	Chairman's Initiative
\$42,801	Children's Christmas Party
\$29,924	Chi-Mukwa Membership Subsidy
\$8,865	Day Care Subsidy
\$390,520	Donations to Tribal Programs
\$47,180	Elder Gift Certificates
\$6,285	Elder Snowplowing
\$25,705	Elder Thanksgiving/Christmas Dinners
\$124,650	Employee Gift Certificates
\$8,355	Foster Care Christmas (Board Subsidy)
\$260,002	Funeral Assistance
\$5,802	Gifts and Flowers
\$1,331	Graduation Parties
\$45,399	Pow Wows
\$14,000	United Way



Unit 3 Representative Fred Paquin and St. Ignace Fire Chief Bucky Robinson with the fire truck that tribal 2-percent donations have helped to pay for since 1999. The Tribe has two more payments to make to the city. The total amount given for this project is \$125,000. The expected truck cost was estimated at \$120,000 - \$150,000. Photo by Alan Kamuda

### Tribal Community Contributions

\$51,148

\$35,853	Dress Down (with Foster Care Donations)
\$104	Dress Down (Employee Assistance)
\$4,110	March of Dimes
\$650	Relay for Life
\$10,631	United Way

## Gaming 2% Priorities

Consistent with the 1993 gaming compact with the State of Michigan, the Tribe paid \$1,932,658 in 2002 in 2% gaming revenue to local governments including schools, law enforcement, fire departments, emergency response teams and recreation services. In 2002, the Tribe set priorities for funding to include law enforcement and public safety, education, health and recreation services. The totals for these priorities in 2002 were:

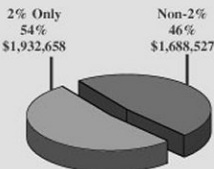
Law Enforcement / Public Safety: \$361,682  
Education / Recreation: \$660,225

### Total Contributions for 2002

#### \$3,621,185



### Contribution Source



## Over \$16.8 million given to local governments

Since 1994, Kewadin Casinos and the Sault Ste. Marie Tribe of Chippewa Indians has helped bring additional law enforcement services, educational and recreational programs, and improved health benefits to the Tribe's seven-county service area.

These services and many of the programs tribal and non-tribal families benefit from are available with the help of the Tribe's 2-percent distributions.

The 1993 Gaming Compact, negotiated with the state, mandated semi annual 2-percent payments. This requires the Tribe to earmark 2 percent of its net win from electronic gaming

machines to area governments.

"These contributions have impacted all of our local communities in a positive way from fire and police protection to community recreation programs," said Tribal Chairman Bernard Bouschor.

To show their support for this program, many of our Tribe's Board of Directors have visited the organizations receiving funds.

Since the payments began, the Tribe has awarded more than \$16.8 million to local governments throughout the seven-county service area.



Unit 2 Representative Cliff Bellant talks with Engadine Schools Administrator Angela MacAurthur about the computers they have recently purchased thanks to the 2-percent monies that were given by the Tribe. Tribal students, left to right, Lauren MacAurthur, Tim Rose, and Davon Derusha work on their typing skills with a program called "PAWS". To date, the Tribe has given \$12,500 towards the purchase of these computers that will benefit all Engadine students in grades K through 8.

Photo by Michelle Litzen

# 2002 in Review



The Sault Tribe News broke the story about 2-year-old Kaden Cook of Sault Ste. Marie, imperiled by a rare and potentially fatal heart disease. The story came out as local support for the child and his family was developing and sparked a seven-part series in the *Detroit Free Press* that eventually resulted in a deluge of support from people, organizations and corporations throughout the state as well as from famed musician Kid Rock. Fortunately for Kaden and his family, he received a life-saving transplant.



The three-chair Moses Dialysis Unit at Mackinac Straits Area Hospital and Health Center was dedicated with an open house May 31. Former Unit 3 Representative Ilene Moses - the center was named after her deceased husband - shows the plaque to her grandson, Kyle O'Brien.



The Sault Tribe Police Department set a national record by solving 100 percent of the complaints received in the department's jurisdiction.



Unit 5 Board Representative Vic Matson Sr., gets congratulatory hugs and kisses from his son and daughter after he won re-election to the seat he has held since 1984. Matson took 40 percent of the vote in Unit 5 to beat two other candidates. Tribal voters returned four incumbents to office and elected two newcomers in the 2002 election, which saw a recount when two candidates were deadlocked after the first round of counting by Sault Tribe election officers on June 27.

The stories published in *The Sault Tribe News* provide a clear picture of events and progress made in 2002.

In addition to the events featured above, highlights in 2002 include starting the year with the usual New Year's Eve Sobriety Pow Wow in Sault Ste. Marie and visits with an Anishnabe craftsman who found deeper respect for his ancestry by creating birch bark canoes in the traditional fashion.

Board member Paul Shagen announced he would not seek re-election. ACTS began a televised public service announcement campaign and shined under scrutiny

of a federal examination.

Odenaang housing in Sault Ste. Marie opened to the first families, and the Tribe's 2-percent contributions exceeded \$2 million. A young member, Christopher Goetz, became class valedictorian at Sault High after recording better than a 4.0 grade point average.

Greentown Casino secured a terrific permanent location, was voted best casino in Detroit, and Chairman Bouschor was named CEO.

New projects costing \$11 million were launched, and students from the Sault Area

Right, Russ Vizina accepts a plaque for his dedication and 24 years of service as tribal health director from Deputy Health Director Mary Beth Skupien at his retirement party. Chairman Bouschor shows his appreciation and support. Skupien was named the new tribal health director March 1, 2002.



Right, From Newberry and Epoufette, friends Fannie Aslin and Shirley Konle give each other a good-bye hug. More than 450 elders attended the 2002 Thanksgiving lunch. Also in November, *The Sault Tribe News* announced the amount for the next annual elders dividend checks was set at \$1,300.



Middle School were taken on historic field trips into Indian Country.

A ground breaking for a community center in Manistiquia was part of an ambitious expansion of services, tribal elections were held, and a wind turbine study was set in motion.

There was the story about the first female American Indian dentist in the United States, and we had the pleasure of a visit from then Michigan Attorney General Jennifer Granholm.

We covered the annual Pow Wow season, and the Tribe signed a gaming pact

with Detroit and an agreement with Sault Ste. Marie. Students at the J.K.L. Public School Academy were honored for outstanding MEAP scores.

Nearly \$24 million was budgeted for wages, insurance and services and a member was recognized for heroism.

The state and Tribe signed an accord and later an historic tax agreement.

# HUMAN RESOURCES

*We realize our greatest asset is our employees. Their skills, abilities and efforts will carry us through the next seven generations.*

— Dave Scott, Human Resources Director



Chairman Bernard Bouschor thanks and congratulates two 25-year employees, Theresa LaPointe, left, and Gail Carr, at the Annual Employee Award Luncheon. More than 200 employees' with at least 5 years service were honored. Photo by Alan Kamuda

## 2002 Achievements

- Increased tribal members employed by the tribe by 42 percent from 1998 to 2003.
- Processed the Chairman's Initiative, which provided \$590,000 in additional compensation to members employed by the Tribe.
- Updated our five-year Strategic Plan for the Human Resource Dept.
- Update our Team Member Policy Manual.
- Career Pathing Program.
- Promoted Cultural Awareness in all classes.

## Services and Programs

- Employment
- Compensation
- Training Center
- Employee Relations
- Payroll/Personnel
- Human Resource Information System

## TRIBAL EMPLOYEES - OUR MOST VALUED RESOURCE

Tribal employees remain our most valued resource. Each year they assume larger roles in our government and businesses. In 2003, members now comprise 51 percent of our 2,147 employees, an all-time high. In addition, tribal members hold 64 percent of our upper management positions—middle management 53 percent.

The numbers get even better when employees who support tribal families are counted. In March 2003, more than 6 percent of the Tribe's workforce consisted of non-tribal members who financially support tribal families, compared to 5 percent in 2000.

Last year, the Board of Directors honored 320 employees who had worked for the Tribe for five or more years. About 140 employees were honored for 10 or more years of service. The large number of long-term employees demonstrates that the Tribe is a good employer.

Experienced employees work harder, deliver better services and help our businesses compete.

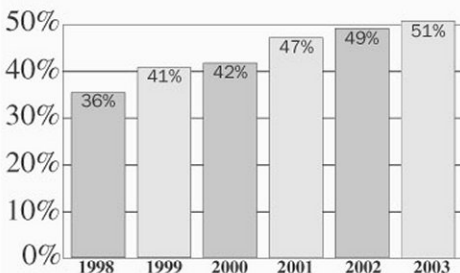
Today, the Human Resources Department's primary goal is to hire tribal members to fill tribal jobs. Its services do not stop there. Once a position is filled, the employee is eligible for training courses to advance their skills and move to a higher paying position.

The Department actively helps employees with personal or social issues — any problems that might prevent an employee from doing his or her best.

### GOVERNMENT OPERATIONS

The Human Resource Department launched a major effort to identify and recruit more members to tribal positions. Each month there are about 50 openings

## TRIBAL MEMBERS EMPLOYMENT TREND



The Human Resources Department reports to the Tribe's Board of Directors at least four times a year, noting the number of tribal versus non tribal employees.

throughout the Tribe's government, businesses and member services.

The Human Resource Department advertises job openings in area and major newspapers and journals, radio stations and over the Internet.

### EMPLOYMENT COMPONENT

The Employment component of Human Resources recruits for vacant positions,

processes applications, and provides job placement for people seeking to advance in the organization. We also maintain a database of potential job applicants. We take a proactive approach to recruiting applicants with the necessary education, skills and experiences that will best complement our departments.

If it's a career with the Tribe, Kewadin Casinos, or our non-gaming enterprises, we

want to talk with you.

Our main office is conveniently located in the Sault Ste. Marie Kewadin Casino complex, 2186 Shunk Road entrance. We also have an office at our St. Ignace Casino complex. We are recruiting for customer-service oriented, conscientious individuals who are available for seasonal, temporary, part-time and full-time employment.

Stop pounding the pavement and let us help you find that perfect job! Or better yet, check out our hot jobs <http://www.saulttribe.org/hotjobs.htm> right now! These are positions that we continuously seek to fill.

### EMPLOYEE TRAINING

The Sault Tribe Center of Professional Development provides employment training services to employees and tribal members. The Center's responsibility is to enhance performance and produce positive results in our rapidly changing, diverse workplace.

Training classes include a basic introduction to the Tribe and all of its services and businesses for new employees; introduction to computers and new software and customer service.

Training courses are designed to provide up-to-date information to help each employee effectively and efficiently reach his or her personal, departmental and organizational goals.

We recognize that targeted, relevant training is a key to the Tribe's, and all its employees', continued success. Most important, as one of the most progressive tribes in North America, we must stay in the forefront of providing superior customer service in all tribal operations.

## TRAINING

At the Center of Professional Development, we employ a Training Manager, two Training Instructors and a training assistant to make sure our services are meeting employee and organizational needs. Some of our duties include:

- Researching the latest methods in organizational behavior.
- Preparing training material, booklets, and demonstration models.
- Conducting technical courses and motivational workshops.
- Evaluating effectiveness by collecting surveys for progressive approaches in delivery and content.

Our training facilities - two conference rooms and a 12-unit computer lab - are at 531 Ashmun Street in the Sault Tribe Administration building. We also conduct training on site throughout the Tribe's seven-county service area.

For more information, please contact our Training Department at (906) 635-4937. Or visit us at <http://www.saulttribe.org/hotjobs.htm>

## COMPENSATION

The Compensation component of Human Resources develops job descriptions, organizational charts, market studies, and pay plans. It also sets appropriate pay rates for new and/or existing job titles.

The Compensation Department is here to assist existing departments within the organization set



**The Human Resources Staff:** Employing tribal members is the first priority of the Sault Tribe Human Resources staff. Job postings are listed in local and major newspapers throughout the state, they are printed on our Website, and in 2002 the department completed a national survey of tribal member skills to file away for future job openings.

Photo by Alan Kamuda

wages and benefits according to market rates for job positions.

**Organizational charts** are used to determine where and to whom each employee reports. Job descriptions and organizational charts work together to guide the day-to-day functions of every employee and the day-to-day operations of all departments. We conduct market studies almost

daily so that we are current with the market or better yet, to be seen as the **Employer of Choice** by setting the market. Pay plans are established to set wages for new positions in the organization.

**Employee evaluations** are conducted throughout the year by supervisors to track employee strengths, weaknesses and improvements. The tribe has

adopted a **Pay for Performance Plan** in which employees are recognized for their job performance and the Tribe's financial performance.

**The Human Resource Information Systems (HRIS)** produces various bi-weekly, monthly, quarterly, and annual reports to track employment figures, education leaves, new hires,

and other data reported to the State of Michigan. HRIS also produces cost analysis to determine annual raises and various special reports requested by management.

To contact our compensation team, please call Human Resources at (906) 635-4937 or visit us on the Web at <http://www.saulttribe.org/hotjobs.htm>

## Human Resources Membership Survey Analysis

The membership survey analysis is now complete. 8,757 surveys were mailed to Sault Tribe members between the ages of 18 and 65. 4,983 surveys were returned for a 26.6 percent participation rate. 74 percent were received from members residing in Michigan. Some of the highlights include:

• 1,420 indicated they were interested in working for the Tribe.

• Of the 1,420 interested in working for the Tribe, 428 or 30 percent, live within the seven county service area.

• The human resource department currently has 330 Sault Tribe member applications on file.

• Of the 330 applicants, 309 or 94 percent, live within the seven county service area.

• Sault Tribe members represent 6 percent of the population of the

service area. The 2000 Census reports recorded 113,237 people living in the seven counties, 7,205 being Sault Tribe members.

In addition, the surveys indicated a wide variety of education, skills and licenses/certifications held by Sault Tribe members. The information received will assist the Employment Department with recruiting efforts.

## Employment

## Employment Opportunities

If you are looking for a different position within the Tribe or know of anyone interested in employment with the Tribe, check our website [www.saulttribe-nsn.gov](http://www.saulttribe-nsn.gov) for daily job opening updates.

## Applicant Tracking Database

The employment department attended strategy training in January, 2003. This will assist us in generating reports to identify qualified applicants for professional, executive management and/or hard to fill positions. The applicant information comes from the 4,983 surveys filled out by tribal membership, as well as the employment applications we receive daily. This has been a long-term goal for the department and we now utilize this database to assist department managers with hard to fill positions.

## HOW TO CONTACT HUMAN RESOURCES

## By E-mail

Apply via E-mail by attaching your resume as a file in Microsoft Word for Windows format, or you may have it converted to plain text. Please indicate the job position(s) you are applying for and any other information you feel is necessary.

## By U.S. Mail

Sault Tribe Human Resources  
Attn: Employment  
2186 Shunk Road  
Sault Ste. Marie, MI 49783

## By Telephone / Fax

If you wish to speak to a representative, please call (906) 635-4937.

You may also fax your resume to us at: (906) 635-4992.

Look for our job postings in newspapers throughout the Tribe's seven-county service area. A list of open positions can also be found at Tribal satellite offices in Hessel, St. Ignace, Manistique, Christmas and Newberry.

## Management Analysis

A revised breakdown of the Sault Tribe's Management Team

## Upper Management

Entity	Sault Tribe Member	% of Total	Sault Tribe Household	% of Total	Other Native	% of Total	Non Native	% of Total	TOTAL
Governmental	16	59%	0	0%	0	0%	11	41%	27
Casino	9	75%	0	0%	1	8%	2	17%	12
EDC	0	0%	0	0%	0	0%	0	0%	0
TOTAL	25	64%	0	0%	1	3%	13	33%	39

## Middle Management

Entity	Sault Tribe Member	% of Total	Sault Tribe Household	% of Total	Other Native	% of Total	Non Native	% of Total	TOTAL
Governmental	53	62%	9	11%	5	6%	18	21%	85
Casino	49	49%	8	8%	4	4%	39	39%	100
EDC	2	20%	4	40%	1	10%	3	30%	10
TOTAL	104	53%	21	11%	10	5%	60	31%	195

## Supervisors

Entity	Sault Tribe Member	% of Total	Sault Tribe Household	% of Total	Other Native	% of Total	Non Native	% of Total	TOTAL
Governmental	14	61%	2	9%	1	4%	6	26%	23
Casino	45	41%	4	4%	8	7%	54	49%	111
EDC	0	0%	0	0%	0	0%	2	100%	2
TOTAL	59	43%	0	4%	9	7%	13	46%	136

## Total

Entity	Sault Tribe Member	% of Total	Sault Tribe Household	% of Total	Other Native	% of Total	Non Native	% of Total	TOTAL
Governmental	83	61%	11	8%	6	4%	35	26%	135
Casino	103	46%	12	5%	13	6%	95	43%	223
EDC	2	17%	4	33%	1	8%	5	42%	12
TOTAL	188	51%	27	7%	20	5%	135	35%	370



# SELF-SUFFICIENCY

## SAVING WHAT WE MAKE TODAY FOR FUTURE GENERATIONS

### SELF-SUFFICIENCY

In 1996, Chairman Bernard Bouscher and the Board of Directors crafted a plan to expand tribal membership benefits beyond geographic and income boundaries. Though the demand for "need based" programs and services will continue, the Chairman and tribal leadership had a strong desire to give more tribal members access to more programs and services. Thus, the Tribal Self-Sufficiency Program was established.

The Tribe's traditional value of planning for seven generations was the guiding principle in creating the self-sufficiency plan. The self-sufficiency program invests funds into interest-earning accounts. Annually, based on the performance of tribal investments, the interest is used to fund specific member programs and services, while the principals remain in tact.

In spring 1996, the Board of Directors used tribal business revenues to create the first Self-Sufficiency Fund. An amount of \$4 million was set aside with the goal of generating \$400,000 a year to help send tribal members to college. Under the plan, each qualifying tribal member could receive up to \$1,000. Since the fund was established, the number of tribal members attending colleges and universities has increased tremendously - in 2002 tribal members collected \$599,973 from the fund.

In 1998, the Board of Directors added \$2 million to the fund for tribal members attending vocational or technical schools. The principal in the fund now stands at \$6 million.

The Elder Self-Sufficiency Fund provides significant benefits to our most cherished and deserved tribal members.

The principal in the Elder Fund - \$19.6 million came to the Tribe in 1998 when a 161-year-old land claim originating from the 1836 Chippewa Ottawa Treaty was resolved. The payment came from the federal government.

To decide how the funds should be used, tribal leaders surveyed members nationwide and held community meetings across the seven-county service area. As a result of suggestions from members, the tribal Board created the Elder Self-Sufficiency Fund and deposited the land claim settlement into the account. Interest earned on the principal is used to fund programs and services for tribal Elders ages 60 and older.

Though the national economy and stock markets have slid the past couple of years,

dividends paid to Elders from the self-sufficiency fund have increased every year. The tribal Board has decided to continue to appropriate higher amounts even though interest on the fund has not met projections.

Since the program began, the Tribe's Self-Sufficiency programs have distributed \$23,200,470 including \$15,902,587 to Elders. Soon payments from the funds will exceed the amounts originally invested. Yet, the principals will remain in tact.

Total payments through 2002 to tribal members from the Tribe's Self-Sufficiency funds include:

- More than \$4.1 million to education programs.
- More than \$1.9 million to the Funeral Assistance Program.

Tribal members support expanding member benefits through self-sufficiency funds. In a recent survey, 79 percent of tribal members supported the Elder Dividend Program, 70 percent supported the funeral assistance program, and 65 percent approved of the Higher Education Self-Sufficiency Program.

Tribal members have also expressed a growing interest in establishing more self-sufficiency fund programs. For example, 81 percent of members support establishing a "Child Trust Account for Education," while 71 percent would like some sort of "National Tribal Health Insurance plan" based on income eligibility.

Overall, 93 percent of tribal members agree that revenues from the Tribe's gaming businesses have made strong, positive differences for members, especially in providing funds for member programs and services. In addition, 76 percent of members understand that the Tribe's gaming profits are the largest single source of funding for tribal programs and services.

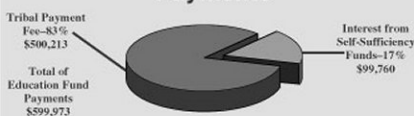
Other important findings from our recent survey of tribal members include:

- 91 percent of members support the following statement: "When the Greentown Casino debts are paid, the Tribe should do more for all members."
- 75 percent of members gave the Tribe a positive approval rating for planning for the future.
- 68 percent of members oppose a per-capita payment.
- 77 percent of the Tribal members said that the Tribe is headed in the right direction.

### 2002 Sources of Total Self-Sufficiency Payments



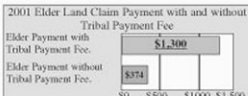
### 2002 Sources of Education Fund Payments



### 2002 Sources of Elder Land Claim Payments



The self-sufficiency dollars are provided to the membership in addition to the programs and services operating expenditures. **Interest from Self-Sufficiency Funds** is the annual interest earned by investment of the funds. Only the interest is used for member payments in order to maintain the earning power on the principal for future generations. **Tribal Payment Fee** is the additional fee paid by the Tribe to the members for the use of the funds to pledge to banking institutions. Without this fee, significantly fewer dollars would be paid to the elderly, education, funeral assistance, elder health and employment.



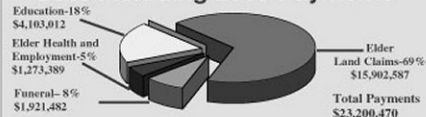
### 2002 Sources of Funeral Fund Payments



### 2002 Sources of Elder Health and Employment Payments



### Percentage of Total Distributions to Date Including 2003 Payments



Left to right, Melissa Handziak and Joyce O'Dell volunteered to take time out from their jobs and help stuff Elder Dividend checks into thousands of envelopes.

Photo by Brenda Austin